

## COUNCIL SUMMONS

You are hereby summoned to attend a Meeting of the COUNCIL OF THE CITY AND COUNTY OF SWANSEA to be held in the Council Chamber, Swansea on Tuesday, 12 August 2014 at 5.00 pm

The following business is proposed to be transacted:

1. **Apologies for Absence.**
2. **Disclosures of Personal and Prejudicial Interests.** 1 - 2
3. **Minutes.** 3 - 9  
To approve and sign as a correct record the minutes of the Ordinary meeting of Council held on 15 July 2014.
4. **Announcements of the Presiding Member.**
5. **Announcements of the Leader of the Council.**
6. **Public Questions.**  
Questions must relate to matters on the open part of the Agenda of the meeting and will be dealt within a 10 minute period.
7. **Public Presentation - None.**
8. **Wales Audit Office Annual Improvement Report 2014.** 10 - 48
9. **Presentation on Anti Poverty by the Leader and Chris Sivers (Director - People).**
10. **Report of the Director - People and Cabinet Members for Anti Poverty & Target Areas.**
- 10.a Tackling Poverty Strategy. 49 - 100
11. **Report of the Leader.**
- 11.a The First Two Years. 101 - 118
12. **Report of the Cabinet Member for Citizen, Community Engagement and Democracy.**
- 12.a Membership of Committees. 119 - 120
13. **Report of the Cabinet Member for Finance & Resources.**
- 13.a Sustainable Swansea - Fit for the Future: Delivery Programme. 121 - 185
14. **Report of the Cabinet Member for Place.**
- 14.a Local Development Plan Preferred Strategy and Candidate Site Update. 186 - 198
15. **Joint Report of the Presiding Member, Monitoring Officer and Head of Democratic Services.**

15.a	Amendments to the Council Constitution and to the Councillors Handbook.	<b>199 - 230</b>
15.b	Amendments to the Council Constitution - Swansea Student Liaison Forum.	<b>231 - 236</b>
<b>16.</b>	<b>Report of the Head of Democratic Services.</b>	
16.a	Delivery of Agendas to Councillors.	<b>237 - 239</b>
<b>17.</b>	<b>Councillors' Questions.</b>	<b>240 - 249</b>
<b>18.</b>	<b>For Information Reports. (Not For Discussion)</b>	
18.a	Scrutiny Dispatches.	<b>250 - 251</b>
18.b	Written Responses to Questions asked at the Last Ordinary Meeting of Council.	<b>252 - 254</b>



Patrick Arran  
Head of Legal, Democratic Services & Procurement  
Civic Centre  
Swansea

**Thursday, 24 July 2014**

**To: All Members of the Council**

## Disclosures of Interest

To receive Disclosures of Interest from Councillors and Officers

### Councillors

**Councillors Interests are made** in accordance with the provisions of the Code of Conduct adopted by the City and County of Swansea. You must disclose orally to the meeting the existence and nature of that interest.

**NOTE:** You are requested to identify the Agenda Item / Minute No. / Planning Application No. and Subject Matter to which that interest relates and to enter all declared interests on the sheet provided for that purpose at the meeting.

1. If you have a **Personal Interest** as set out in **Paragraph 10** of the Code, you **MAY STAY, SPEAK AND VOTE** unless it is also a Prejudicial Interest.
2. If you have a Personal Interest which is also a **Prejudicial Interest** as set out in **Paragraph 12** of the Code, then subject to point 3 below, you **MUST WITHDRAW** from the meeting (unless you have obtained a dispensation from the Authority's Standards Committee)
3. Where you have a Prejudicial Interest you may attend the meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, **provided** that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise. In such a case, you **must withdraw from the meeting immediately after the period for making representations, answering questions, or giving evidence relating to the business has ended**, and in any event before further consideration of the business begins, whether or not the public are allowed to remain in attendance for such consideration (**Paragraph 14** of the Code).
4. Where you have agreement from the Monitoring Officer that the information relating to your Personal Interest is **sensitive information**, as set out in **Paragraph 16** of the Code of Conduct, your obligation to disclose such information is replaced with an obligation to disclose the existence of a personal interest and to confirm that the Monitoring Officer has agreed that the nature of such personal interest is sensitive information.
5. If you are relying on a **grant of a dispensation** by the Standards Committee, you must, before the matter is under consideration:
  - i) Disclose orally both the interest concerned and the existence of the dispensation; and
  - ii) Before or immediately after the close of the meeting give written notification to the Authority containing:

- a) Details of the prejudicial interest;
- b) Details of the business to which the prejudicial interest relates;
- c) Details of, and the date on which, the dispensation was granted; and
- d) Your signature

## **Officers**

### **Financial Interests**

1. If an Officer has a financial interest in any matter which arises for decision at any meeting to which the Officer is reporting or at which the Officer is in attendance involving any member of the Council and /or any third party the Officer shall declare an interest in that matter and take no part in the consideration or determination of the matter and shall withdraw from the meeting while that matter is considered. Any such declaration made in a meeting of a constitutional body shall be recorded in the minutes of that meeting. No Officer shall make a report to a meeting for a decision to be made on any matter in which s/he has a financial interest.
2. A "financial interest" is defined as any interest affecting the financial position of the Officer, either to his/her benefit or to his/her detriment. It also includes an interest on the same basis for any member of the Officers family or a close friend and any company firm or business from which an Officer or a member of his/her family receives any remuneration. There is no financial interest for an Officer where a decision on a report affects all of the Officers of the Council or all of the officers in a Department or Service.

## CITY AND COUNTY OF SWANSEA

### MINUTES OF THE COUNCIL

HELD AT THE COUNCIL CHAMBER - CIVIC CENTRE, SWANSEA ON  
TUESDAY, 15 JULY 2014 AT 5.00 PM

**PRESENT:** Councillor D W W Thomas (Presiding Member) Presided

<b>Councillor(s)</b>	<b>Councillor(s)</b>	<b>Councillor(s)</b>
J C Bayliss	J E C Harris	B G Owen
N S Bradley	T J Hennegan	G Owens
J E Burtonshaw	C A Holley	D Phillips
M C Child	P R Hood-Williams	C L Philpott
R A Clay	B Hopkins	T H Rees
U C Clay	D H Hopkins	C Richards
A C S Colburn	L James	P B Smith
D W Cole	A J Jones	R V Smith
A M Cook	J W Jones	R J Stanton
S E Crouch	M H Jones	R C Stewart
J P Curtice	S M Jones	D G Sullivan
N J Davies	E T Kirchner	G J Tanner
A M Day	D J Lewis	C M R W D Thomas
P Downing	R D Lewis	M Thomas
V A Evans	C E Lloyd	L G Thomas
W Evans	P Lloyd	L J Tyler-Lloyd
E W Fitzgerald	K E Marsh	G D Walker
R Francis-Davies	P M Meara	L V Walton
F M Gordon	H M Morris	T M White
J A Hale	J Newbury	

37. **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors W J F Davies, C R Doyle, P M Matthews, J A Raynor, I M Richard and C Thomas.

38. **DISCLOSURES OF PERSONAL AND PREJUDICIAL INTERESTS.**

The Head of Legal, Democratic Services and Procurement gave advice regarding the potential personal and prejudicial interests that Councillors and / Officers may have on the agenda.

The Head of Democratic Services reminded Councillors and Officers that the "Disclosures of Personal and Prejudicial Interests" sheet should only be completed if the Councillor / Officer actually had an interest to declare. Nil returns were not required. Councillors and Officers were also informed that any declarable interest must be made orally and in writing on the sheet.

In accordance with the provisions of the Code of Conduct adopted by the City and County of Swansea the following interests were declared:

**Councillors:**

- 1) Councillors J C Bayliss, N S Bradley and C Richards declared a Personal Interest in Minute 42 "Public Questions";
- 2) Councillors J C Bayliss, N S Bradley, J E Burtonshaw, M C Child, U C Clay, R A Clay, D W Cole, J P Curtice, A M Cook, A C S Colburn, S E Crouch, P Downing, V M Evans, W Evans, E W Fitzgerald, R Francis-Davies, F M Gordon, J E C Harris, J A Hale, T J Hennegan, CA Holley, P R Hood-Williams, B Hopkins, D H Hopkins, L James, A J Jones, M H Jones, J W Jones, S M Jones, E T Kirchner, A S Lewis, D J Lewis, R D Lewis, C E Lloyd, P Lloyd, K E Marsh, P M Meara, H M Morris, J Newbury, B G Owen, G Owens, C L Philpott, D Phillips, T H Rees, C Richards, R V Smith, P B Smith, R C Stewart, R J Stanton, D G Sullivan, G Tanner, C W R W D Thomas, D W W Thomas, L G Thomas, M Thomas, L J Tyler-Lloyd, G D Walker, L V Walton & T M White declared a Personal Interests in Minute 49 "Councillors Allowances & Expenses 2013-2014";
- 3) Councillors M C Child, J A Hale, T J Hennegan & D Phillips declared a Personal & Prejudicial Interest in Minute 47 "Home to School Transport - Public Consultation on a new Proposed Policy". They did not have to withdraw from the meeting prior to its consideration as the item was deferred prior to its consideration;
- 4) Councillors A M Day, N J Davies, R Francis-Davies, L James, M H Jones, J W Jones, S M Jones, E T Kirchner, R D Lewis, P M Meara, H M Morris, J Newbury, G Owens, R V Smith, D G Sullivan, declared a Personal Interest in Minute 47 "Home to School Transport - Public Consultation on a new Proposed Policy";

**Officers:**

- 5) The Chief Executive, Jack Straw declared a Personal Interest in Minute 47 "Home to School Transport - Public Consultation on a new Proposed Policy".

39. **MINUTES.**

**RESOLVED** that the Minutes of the:

- 1) Ordinary Meeting of Council held on 17 June 2014 be approved and signed as a correct record.

40. **ANNOUNCEMENTS OF THE PRESIDING MEMBER.**

**1) Congratulations to Blaen y Maes and Hafod Primary School**

The Presiding Member congratulated:

i) Blaen y Maes Primary School for winning the Princess Diana Award for services to the community and work to tackle bullying.

ii) Hafod Primary School for being publically praised by Estyn for the amazing work the children are doing there to combat bullying.

He stated that both Primary Schools were UNICEF Rights Respecting Schools and were doing a great job.

**2) Spark Blaen y Maes Youth Project**

The Presiding Member stated that Cerys Rosser and Lisa Cullen from the Spark Blaen y Maes Youth Project had recently taken part in a National Anti Smoking video competition run by The Filter, Ash Wales youth project.

He stated that he was pleased to announce that their video which was one of 30 entered, won first prize for Wales.

**3) Amendment to Council Diary 2014-2015**

The Presiding Member asked Councillors to note that the following meetings of Council had been rescheduled:

i) Ordinary Meeting of Council scheduled for 7 October 2014 will now be held on 30<sup>th</sup> September 2014.

ii) Ceremonial Meeting of Council scheduled for 22 May 2015 will now be held at 2.00 p.m. on Friday, 15 May 2015

The Head of Democratic Services will send amended meeting requests out to all Councillors shortly.

41. **ANNOUNCEMENTS OF THE LEADER OF THE COUNCIL.**

**1) Former Councillor Audrey R A Clement**

The Leader of the Council stated that former Councillor A R A Clement was currently in hospital. On behalf of the Council he wished her a speedy recovery.

**2) Ysgol Pen y Bryn – Investors in Families**

The Leader of the Council congratulated Ysgol Pen y Bryn for becoming the first School in Swansea to achieve the Investors in Families award. He also paid tribute to the Head Teacher of the School.

Investors in Families (IiF) aims to help schools or any setting where young people learn to become family friendly in the context of:

- i) The evidence (Charles Desforges and others) that children's attainment will rise more dramatically when their learning at school is reinforced at home in the family context through informal activities;
- ii) The desire for families to become partners with schools, in their children's learning
- iii) Closing the gap between social disadvantage and achievement.

Investors in Families is an award that schools can gain every three years upon submission of a portfolio of evidence and a visit from an assessor.

#### 42. **PUBLIC QUESTIONS.**

A number of questions were asked by members of the public. The relevant Cabinet Member responded accordingly. Those questions requiring a written response are listed below:

- 1) Tony Beddow asked the Finance and Resources Cabinet Member a question in relation to Minute 49 "Written Responses to Questions asked at the Last Ordinary Meeting of Council".

*"Is the Cabinet Member for Finance and Resources satisfied with the implications of the reply to my previous question and would he understand why I had expected the answer to be '£48,000'?"*

*Would he accept that this expectation is justified by:*

*a) Paragraph 7 of the Cabinet paper (25 May 2006) agenda item 9 C (1);*

*b) Paragraph 5 of the 28 January 2011 PWC report to Council which says 'the stadium is leased to SSMC under a 50 year lease. The rent payable is effectively 30% of any distribution of profits from SSMC. The lease can be terminated for non payment of rent, breach of covenant by Swansea Stadium Management Company (SSMC), or the insolvency of SSMC'.*

*c) Section 10.2 of the April 2005 Joint Venture Agreement which repeats the basis of the derivation of the rent (30% of profit).*

*How can the alleged discretionary powers of the directors be squared with the absolute requirements of the 2005 agreement to pay rent or risk voiding the agreement?*



*However, if both the Joint Venture Agreement and PWC's February 2011 description of the rental deal no longer apply when did the change occur and where is this publicly reported?*

*Finally, as SSMC is at last profitable and debt free, will he seek a means of recouping over four / five years rent outstanding since 2006 -say £480,000 - in recognition of Council's patience and to allow much needed funding to flow into hard pressed budget areas such as adult social care?"*

The Finance and Resources Cabinet Member stated that a written response would be provided.

43. **PUBLIC PRESENTATION - CRAIGFELEN PRIMARY SCHOOL - EMBED ENTREPRENEURIAL THINKING IN THE PRIMARY CURRICULUM.**

Alison Williams, Head Teacher, Jamie Taylor, Year 5/6 Class Teacher / Enterprise Coordinator together with the following pupils Ethan Aue, Mia Harris, Jacob Humphreys, Simon Islam, Kyle Lewis and Rhiannon Mcfenton all of Craigfelen Primary School gave a presentation to Council on how to "Embed Entrepreneurial Thinking in the Primary School Curriculum".

Further information about Craigfelen School may be found at <https://swansea-edunet.gov.uk/en/schools/Craigfelen/Pages/Default.aspx>

The Leader of the Council (Councillor D Phillips) and the Learning and Skills Cabinet Member (Councillor W Evans) thanked them for the presentation.

44. **ADJOURNMENT OF MEETING**

The Meeting stood adjourned for 10 minutes.

45. **ONE SWANSEA PLAN AND DELIVERY FRAMEWORK 2014.**

The Leader of the Council submitted a report which presented the One Swansea Plan 2014 and Delivery Statement.

**RESOLVED** that the One Swansea Plan 2014 and Delivery Statement be adopted.

46. **MEMBERSHIP OF COMMITTEES.**

The Citizen, Community Engagement and Democracy Cabinet Member submitted a report which outlined nominations / amendments to Council Bodies.

She stated that the Leader of the Council had removed the Religious Education Movement (Wales) from the Authority's Outside Bodies list.

**RESOLVED** that the membership of the Council Bodies listed below be amended as follows:

- 1) **Area 1 Development Control Committee**  
Remove Councillor P Sangha.  
Add Councillor N M Ronconi-Woollard.

47. **HOME TO SCHOOL TRANSPORT POLICY - PUBLIC CONSULTATION ON A NEW PROPOSED POLICY.**

**RESOLVED** that the item be deferred to a future meeting of Council.

48. **COUNCILLORS' QUESTIONS.**

- 1) **Part A 'Supplementary Questions'**

Four (4) Part A 'Supplementary Questions' were submitted. The relevant Cabinet Member(s) responded by way of written answers contained in the Council Summons.

The following question(s) required a written response:

- a) Question 1. Councillor J W Jones asked the following supplementary questions:

- "i) What criteria was used for the District Regeneration Area Grant?
- ii) Numbers 15 and 16 of the response list the business names as 'Locksmiths' and 'Photography'. Can you please provide Council with the actual names of the businesses."

The Regeneration Cabinet Member stated that a written response would be provided.

- b) Question 3. Councillor A M Day asked the following supplementary questions:

- "i) What level of savings are being made by allowing parts of the parks to be become meadow land, i.e. not cut."

The Place Cabinet Member stated that a written response would be provided.

- 2) **Part B 'Questions not requiring Supplementary Questions'**

Three (3) Part B 'Questions not requiring Supplementary Questions' were submitted.

49. **COUNCILLORS ALLOWANCES & EXPENSES 2013-2014.**

The Head of Democratic Services submitted an information report detailing the amounts paid to Councillors by way of Allowances and Expenses during 2013-2014.

50. **WRITTEN RESPONSES TO QUESTIONS ASKED AT THE LAST ORDINARY MEETING OF COUNCIL.**

The Head of Legal, Democratic Services and Procurement submitted an information report setting out the written responses to questions asked at the last Ordinary Meeting of Council.

51. **SCRUTINY DISPATCHES.**

The Chair of the Scrutiny Programme Committee submitted an information report which provided Council with a progress report on various scrutiny activities.

52. **NOTICE OF MOTION FROM COUNCILLORS JC BAYLISS, RC STEWART, DH HOPKINS, R FRANCIS-DAVIES, AS LEWIS, JP CURTICE, JEC HARRIS, D PHILLIPS, C RICHARDS, JA RAYNOR AND CR DOYLE.**

The following motion was proposed by Councillor M C Child and seconded by Councillor D Phillips.

*“Swansea Council recognises that rough sleeping is a problem that needs considerable resources to resolve. However the Council would strongly condemn the use of anti-homeless measures (like metallic spikes or studs) to physically prohibit members of the homeless community from sleeping as inhumane.*

*Swansea Council would ask the Welsh Government to prohibit their use in open public spaces (as a means of deterring rough sleeping) and instead focus its considerable resources toward achieving a long term solution to the causes of homelessness in Wales.*

*Councillors ask officers to work the sentiment of this motion into supplementary planning guidance to ensure new developments do not feature such medieval devices”.*

**RESOLVED** that the Notice of Motion as shown above be approved.

The meeting ended at 7.00 pm

**CHAIR**

# Agenda Item 8.

## Report of the Cabinet Member for Finance & Resources

Council – 12 August 2014

### WALES AUDIT OFFICE ANNUAL IMPROVEMENT REPORT 2014

<b>Purpose:</b>	To report on the Wales Audit Office (WAO) Annual Improvement Report 2014 on the City & County of Swansea.
<b>Policy Framework:</b>	'Standing Up for a Better Swansea' Corporate Improvement Plan 2013/17
<b>Reason for Decision:</b>	To receive and review the findings as set out in the WAO Annual Improvement Report 2014 and the work being done to address them in order to help inform executive decisions on resource allocation and, where relevant, further corrective actions to manage and improve performance and efficiency in delivering national and local priorities.
<b>Consultation:</b>	Legal, Finance, Access to Services.
<b>Recommendation(s):</b>	It is recommended that:  <ol style="list-style-type: none"><li>1) Council receives and notes the WAO Annual Improvement Report 2014.</li><li>2) Council notes the action already taken and planned to address the areas for improvement as part of the Councils performance improvement process.</li></ol>
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Carl Billingsley
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Sherill Hopkins

#### 1.0 Introduction

- 1.1 The Local Government Measure (Wales) 2009 (the Measure) introduced responsibilities for the Auditor General, including a responsibility to publish his assessment of each council/authority's arrangements to secure continuous improvement.

- 1.2 This Annual Improvement Report (AIR) 2014 has been produced by the Auditor General for Wales to discharge his duties under section 24 of the Measure. The report also discharges duties under section 19, namely; to issue a report certifying that he has carried out an audit under section 17 and an improvement assessment under section 18.
- 1.3 Local authorities are under a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'.
- 1.4 The main piece of work for the Wales Audit Office, to enable the Auditor General to fulfil his duties, is an annual Improvement Assessment. This assessment is conducted for each improvement authority. For each authority, it will determine whether the authority is likely to comply with the requirements of Part 1 of the Measure. The Wales Audit Office also undertakes improvement information and planning audits in order to ascertain whether the authority has discharged its duties under section 15(1) to (7).
- 1.5 This is informed by a:
- § Corporate Assessment – a forward-looking assessment of an authority's likelihood to comply with its duty to make arrangements to secure continuous improvement; and
  - § Performance Assessment – a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority's track record of improvement.
- 1.6 The output(s) from these assessments are issued by the Auditor General as Audit and Assessment Report(s). In publishing this Annual Improvement Report under section 19, the Auditor General for Wales is certifying that he has undertaken a section 17 audit and a section 18 improvement assessment.

## **2.0 Main Findings**

- 2.1 The report covers delivery and evaluation of services in relation to 2012/13, improvement planning for 2013/14 and the Auditor General's views on whether the Council will make arrangements to secure continuous improvement for 2014/15. The main findings are reproduced below:
- 2.1.1 In 2012/13 the Council made good progress in delivering its improvement priorities with the exception of recycling where the rate of improvement remained slow.
- 2.1.2 The Council has got better at reporting how well it is performing and is developing a consistent approach to evaluating itself.

2.1.3 The Council strengthened its capacity to drive improvement by completing its management structure and establishing a strategy for managing the significant financial challenges it faces.

### **3.0 Summary – areas identified for further improvement**

3.1 The report identifies a number of other areas for improvement, which are summarised below:

#### **3.2 Delivering Improvement**

3.2.3 Although recycling rates improved, the Council failed to meet the 52 per cent statutory recycling target in 2012-13 and performance continued to be poor compared to other Welsh councils.

#### **3.3 Reporting and evaluating performance**

3.3.1 The Council produced a readily accessible report about its performance but did not consistently explain how successful it had been in delivering its objectives.

3.3.2 The pace of improvement of performance reporting has been slow.

3.3.3 The Council's scrutiny arrangements are becoming more established but insufficient public information is available in advance of panel meetings.

#### **3.4 Capacity to drive improvement**

3.4.1 Revision of improvement objectives meant the Council published its corporate improvement plan later than usual.

### **4.0 Summary - areas of good performance**

4.1 The report identifies a number of areas of good performance, which are summarised below:

#### **4.2 Delivering Improvement**

4.2.1 Education services for children and young people were adequate with good prospects for improvement.

4.2.2 The Council's approach to reducing the number of young people who are not in education, employment or training (NEETs) retained a strong strategic focus and the number of NEETs in Swansea continued to decrease.

4.2.3 The Council continued to be successful in increasing the number of participants engaged in its employability schemes and performance against key national employment data was positive.

#### 4.3 Reporting and evaluating performance

4.3.1 Overall, the Council had good systems in place to produce performance indicator data and is acting to address weaknesses in target setting;

4.3.2 The Council complied with its responsibilities relating to financial reporting and use of resources.

#### 4.4 Capacity to drive improvement

4.4.1 The Council has successfully introduced changes to its senior management team and appointments have now been made to all key posts. The Council's capacity to deliver its key services is good

4.4.2 The Council has embarked upon a strategy to address the significant financial challenges it faces. Addressing the predicted funding gap now depends on the successful implementation of this strategy.

4.4.3 The Council is likely to comply with the requirement to make arrangements to secure continuous improvement during this financial year.

### **5.0 Update on work to address areas for Improvement**

#### 5.1 Delivering Improvement

5.1.1 In a bid to improve recycling rates, the Council has introduced a limit of 3 black bin bags per fortnight for households in conjunction with a range of other initiatives. Early indications are that this is helping to increase recycling rates.

#### 5.2 Reporting and evaluating performance

5.2.1 The Council is currently implementing changes to its performance and improvement arrangements, which includes a corporate approach to improving how the Council reports performance and evaluates itself.

5.2.2 A monthly meetings list for Scrutiny, including all panel and work group meetings, has been published via the Scrutiny website since February. In addition, individual posts seeking public involvement are published for specific meetings and geared specifically to those meetings.

#### 5.3 Capacity to drive improvement

5.3.1 The Council published its corporate improvement plan in 2014/15 earlier than in 2013/14.

### **6.0 Equality & Engagement Implications**

6.1 This report has no direct equality and engagement implications.

**7.0 Financial Implications**

7.1 There are no direct financial implications associated with this report.

**8.0 Legal Implications**

8.1 There are no legal implications associated with this report.

**Background Papers:** None.

**Appendices:** Appendix A – WAO Annual Improvement Report 2014





WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

# Annual Improvement Report

## City and County of Swansea

Issued: May 2014

Document reference: 238A2014



# About the Auditor General for Wales

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

Together with appointed auditors, the Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Steve Barry and Samantha Spruce under the direction of Jane Holownia and supported by the work of PricewaterhouseCoopers LLP.

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# Summary report

- 1 Each year, the Auditor General must report on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement in delivering their services. This report sets out the findings of the work undertaken on behalf of the Auditor General by the staff of the Wales Audit Office and PricewaterhouseCoopers; and also draws on the work of the relevant Welsh inspectorates. The report covers the City and County of Swansea's (the Council) delivery and evaluation of services in relation to 2012-13, its planning of improvement for 2013-14 and, taking these into account, records the Auditor General's conclusion on whether he believes that the Council will make arrangements to secure continuous improvement for 2014-15.
  - Social services made good progress in modernising its approach to adult services and strengthening delivery in children's services. Overall, given the varied nature and level of the demand the Council faced, it provided good levels of services.
  - Although recycling rates improved, the Council failed to meet the 52 per cent statutory recycling target in 2012-13 and performance continued to be poor compared to other Welsh councils.
  - The Council continued to be successful in increasing the number of participants engaged in its employability schemes and performance against key national employment data was positive.
- 2 We found that, in 2012-13, the Council made good progress in delivering improvement with the exception of recycling where the rate of improvement remained slow. We have come to this conclusion because:
  - Education services for children and young people were adequate with good prospects for improvement.
  - The Council's approach to reducing the number of young people who are not in education, employment or training (NEETs) retained a strong strategic focus and the number of NEETs in Swansea continued to decrease.
- 3 We also found that the Council has got better at reporting how well it is performing and is developing a consistent approach to evaluating itself. We came to this conclusion because:
  - the Council produced a readily accessible report about its performance but did not consistently explain how successful it had been in delivering its objectives;
  - the pace of improvement of performance reporting has been slow;
  - the Council's scrutiny arrangements are becoming more established but insufficient public information is available in advance of panel meetings;

- overall, the Council had good systems in place to produce performance indicator data and is acting to address weaknesses in target setting; and
- the Council complied with its responsibilities relating to financial reporting and use of resources.

4 Finally, we found that, during 2013-14, the Council strengthened its capacity to drive improvement by completing its management restructure and establishing a strategy for managing the significant financial challenges it faces. We came to this conclusion because:

- Revision of improvement objectives meant the Council published its corporate improvement plan later than usual.
- The Council has successfully introduced changes to its senior management team and appointments have now been made to all key posts. The Council's capacity to deliver its key services is good.
- The Council has embarked upon a strategy to address the significant financial challenges it faces. Addressing the predicted funding gap now depends on the successful implementation of this strategy.
- The Council is likely to comply with the requirement to make arrangements to secure continuous improvement during this financial year.

# Detailed report

## Introduction

- 5 Under the Local Government (Wales) Measure 2009 (the Measure), the Auditor General must report each year on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement in delivering their services. **Appendix 1** provides more information about the Auditor General's powers and duties under the Measure. This work has been undertaken by staff of the Wales Audit Office and PricewaterhouseCoopers, on behalf of the Auditor General. With help from Welsh inspectorates, Estyn (for education), the Care and Social Services Inspectorate for Wales (CSSIW), and the Welsh Language Commissioner (the Commissioner), we have brought together a picture of what each council or authority in Wales is trying to achieve, how it is going about it, and the progress the Council has made since the Auditor General published his last annual improvement report. The report also draws on the Council's own self-assessment. Finally, taking all this into account, the report records the Auditor General's conclusion on whether the Council is likely to make arrangements to secure continuous improvement for 2014-15.
- 6 We do not undertake a comprehensive annual review of all Council arrangements or services. The conclusions in this report are based on our cumulative and shared knowledge and the findings of prioritised work undertaken this year.
- 7 Given the wide range of services provided and the challenges facing the Council, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
- make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
  - make formal recommendations for improvement – if a formal recommendation is made the Council must prepare a response to that recommendation within 30 working days;
  - conduct a special inspection and publish a report and make recommendations; and
  - recommend to Ministers of the Welsh Government that they intervene in some way.
- 8 We want to find out if this report gives you the information you need and whether it is easy to understand. You can let us know your views by e-mailing us at [info@wao.gov.uk](mailto:info@wao.gov.uk) or writing to us at 24 Cathedral Road, Cardiff, CF11 9LJ.

## In 2012-13 the Council made good progress in delivering its improvement priorities with the exception of recycling where the rate of improvement remained slow

### Estyn judged education services for children and young people to be adequate with good prospects for improvement

9 The Council had set an improvement objective to 'improve learning outcomes and assist pupils to achieve their potential'. This section summarises the results of an inspection by Estyn published in September 2013.

10 In June 2013, Estyn inspected the Council's education services for children and young people. Inspectors provide an overall judgement on current performance and capacity to improve. Services are evaluated on a four-point scale: excellent, good, adequate and unsatisfactory. Estyn published its inspection report in September 2013 and judged Council services to be adequate with good prospects for improvement.

11 Estyn judged the Council's education services for children and young people as adequate because:

- 'performance in key stages 2, 3 and 4 has improved steadily in recent years and performance in secondary schools is good, particularly for those indicators that involve English or Welsh first language and mathematics;
- in the last two years Swansea has met all the Welsh Government benchmarks for performance based on free-school-meal entitlement;

- attendance rates at secondary schools are good;
- the rates of both permanent and short-term fixed exclusions have improved and are better than the Wales averages;
- the authority's commitment to developing the capacity of schools to meet the needs of pupils with additional learning needs themselves, and the work of the service to achieve this ambition, are particular strengths;
- the Prevention and Early Intervention strategy, involving effective joint working between a range of education services and other agencies, has been successful in improving attainment and attendance, and reducing exclusions and youth offending rates;
- the local authority and its partners have a very successful strategy and range of approaches that have reduced the percentage of young people not engaged in education, employment or training (NEET) significantly over the past three years;
- the ambitious school modernisation 'Quality in Education 2020 Programme' is underpinned by clear priorities and has been effective in reducing surplus places and meeting the demand for Welsh education; and
- the authority works well with a range of partners to ensure that children and young people have access to an appropriate range of youth support services.'

12 However, Estyn noted:

- 'primary attendance rates are well below average with nearly half of schools in the bottom 25 per cent when compared to similar schools on the free-school-meal benchmarks;
- too many schools do not improve quickly enough when identified as needing follow-up after a core inspection and too many are in categories of concern;
- the reintegration of pupils in key stage 3 educated other than at school back into mainstream schools and the provision in the key stage 4 pupil referral unit are not good enough; and
- processes to quality assure the work of officers are not effective enough to make sure that all officers consistently challenge all schools to improve.'

13 Estyn judged that the Council had good prospects for improvement because:

- 'leadership of the Council is strong both politically and at a strategic level and shows a firm commitment to improving education services in the City and County of Swansea;
- the leader and chief executive have a clear and ambitious vision for education provision and outcomes for children and young people, which is understood well by senior officers, elected members and stakeholders and addressed directly through strategic plans;

- change has happened at a significant pace in the last two years and has rapidly resulted in an effective multi-agency approach to tackle poverty and to improve opportunities for children and young people and their families;
- senior officers and elected members have demonstrated their willingness to act quickly and to take difficult decisions to improve provision and outcomes;
- the authority has a very wide range of data, which is used well to target interventions and to evaluate its work;
- there are well-established corporate mechanisms to monitor performance, which result in specific actions and interventions for improvement;
- officers evaluate the impact of specific initiatives well;
- Swansea has a well-established track record of partnership working to improve standards and opportunities for learners and their families, with high-level partnership plans and strategies focusing clearly on implementing national and local priorities;
- the authority deploys resources effectively through careful financial management and a developing medium-term financial planning process, and by making good use of data;
- there has been good progress in addressing the majority of the recommendations from previous inspections; and



- the authority has a track record of successfully improving services where shortcomings are identified.’
- 14 Estyn noted, however:
- ‘performance management and quality assurance processes are not applied consistently enough within education services to identify and address underperformance of staff;
  - education targets are often not sufficiently challenging; and
  - annual reviews of the authority’s education services and the self-evaluation report prepared for the inspection provide a too positive analysis of the authority’s work in a few areas.’

- 15 A copy of Estyn’s inspection report can be found on its website at [www.estyn.gov.uk](http://www.estyn.gov.uk). Estyn made a number of recommendations that the Council should address in order to secure improvements:
- ‘develop and implement a strategy to improve levels of attendance in primary schools;
  - quality assure the work of officers to secure greater consistency in the level of challenge they offer to schools;
  - improve officers’ evaluation of the quality of leadership and management in schools to make sure that underperforming schools are identified and supported quickly;

- improve the quality of provision for those pupils who are educated other than at school, particularly to raise standards of achievement and to assist reintegration back into schools; and
- improve the consistency of leadership across all education services and the quality of self-evaluation and improvement planning within education services.’

**The Council’s approach to reducing the number of young people who are not in education, employment or training retained a strong strategic focus and the number of NEETs in Swansea continued to decrease**

- 16 In 2013, we conducted a national study focusing on whether local authorities were improving the life chances of young people not in education, employment or training (NEET). Reducing the numbers of young people who are NEET is a priority reflected in a number of the Council’s strategic plans and is embedded throughout the organisation. The Council was one of eight visited as part of the national study and was chosen because of the breadth and quality of its approach.

- 17 Career Wales data shows the proportion of young people who are NEET at 16 across Wales fell from 5.7 per cent in 2009 to 4.2 per cent in 2012. The Council is one of three in Wales where the reduction has been the greatest falling from 6.4 per cent in 2009 to 3.2 per cent in 2012.

- 18 Welsh Government strategic indicators show that the Council significantly reduced the percentage of looked-after children who leave school at 16 with no qualification from 9.1 per cent in 2011-12 to 2.9 per cent in 2012-13. The percentage of all children who leave school at 16 with no qualification remained at 0.4 per cent over the same period and better than the Wales average.

**Exhibit 1 – A range of positive practice by the Council is driving improvement for young people**

The Council's strong strategic approach is reducing the proportion of young people who are not in education, employment or training

Our national study and analysis in 2011 by the Welsh Government's Efficiency and Innovation Programme Board<sup>1</sup> identified sustained focus and a combination of characteristics that were contributing to the reduction of those in education, employment or training:

- **Strategic focus:** which as well as addressing the needs of 16 to 18 year olds has been expanded by the Council to include a NEET strategy for 18 to 24 year olds with key partners in Careers Wales, further education institutions and work-based learning providers. Workshops delivered by Kafka Brigade UK are providing a better understanding of issues by engaging with young people and the strategy is identifying those individuals likely to be at most risk.
- **Identification of target groups:** within the population of young people, planning and delivering specific support and tracking outcomes.
- **Partnership working and sharing information:** developing an understanding of the roles and services available from partners, assigning responsibilities between partners, and sharing data.

**Social services made good progress in modernising its approach to adult services and strengthening delivery in children's services. Overall, given the varied nature and level of the demand the Council faced it provided good levels of services.**

- 19 The Council has two improvement objectives that relate to social care activity: 'ensure that younger adults, older people and carers have more choice and control over how they are supported by transforming adult social services' and to 'ensure that vulnerable children are safeguarded and supported by maintaining and continuing improvements to Child and Family services'. The CSSIW undertakes an evaluation of social services on an annual basis.

- 20 In October 2013, the CSSIW published its *Annual Review and Evaluation of Performance for 2012/2013* for social services in Swansea. The report provided a broadly positive assessment of the Council's performance in both adult and children's services. The report highlighted some good aspects of service delivery and areas of progress. It also outlined some of the challenges facing the Council and identified areas for improvement. The report can be found on the CSSIW website: [www.cssiw.org.uk](http://www.cssiw.org.uk).

<sup>1</sup> Efficiency and Innovation Board, *New Models of Service Delivery – A Study of Approaches to Increase the Proportion of Young People in Education, Employment or Training, with a Focus on Potential and Actual Efficiency Savings*. Final Report. Arad Research July 2011

21 The CSSIW notes that, in recent years, Swansea Social Services has made good progress in modernising its approach to adult services and strengthening delivery in children's services. Overall, given the varied nature and level of the demand the Council faces it provides good levels of services. Workforce development has been, and remains, key to its success.

22 Both the *Annual Director's Report on the Effectiveness of Social Care Services 2012-13* (ACRF) and the Council's *Annual Performance Report 2012-13* emphasised the growing pressures social services faces due to increasing demand and complexity of people's needs, the increase in the number of looked-after children and the need to achieve significant levels of financial savings over the next three years. The Council was continuing to make progress with transforming its adult social services and was developing a range of early intervention and preventative services for children thereby reducing the demand on formal social services.

23 We are currently undertaking a national review of safeguarding across local government in Wales. We will report further on this in our *Improvement Assessment Letter* in the summer of 2014.

Although recycling rates improved, the Council failed to meet the 52 per cent statutory recycling target in 2012-13 and performance continued to be poor compared to other Welsh councils

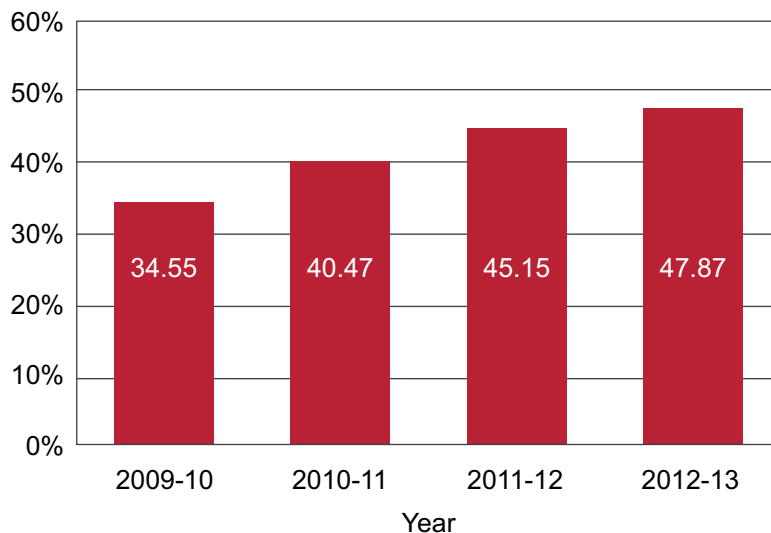
24 Recognising the importance of achieving Welsh Government targets and its comparatively poor performance the Council adopted an improvement objective to 'minimise waste and increase composting and recycling by promoting and facilitating the delivery of waste management and recycling services'. The Welsh Government expects councils to help citizens recycle waste, and collects information about recycling rates as well as about the different types of service provided by different councils. By 2013 the Welsh Government expected councils in Wales to recycle 52 per cent of waste, improve the amount of waste recycled and reduce the amount that goes to landfill. The Council has been undertaking a range of initiatives to improve recycling and reduce the amount of waste going to landfill; however its recycling rate of 47.87 per cent in 2012-13 meant that it failed to meet the Welsh Government target.

25 In 2012-13, the Council increased the level of funding to its waste management services to help improve the level of waste being recycled. It adopted a number of different initiatives to encourage people to recycle more including: carrying out an extensive door-knocking campaign; introducing household rubble recycling; and opening 'The Corner Shop' a reuse shop based at the Household Waste Recycling Centre in Llansamlet. The Council also decided to proceed with procuring a waste-sorting station.

26 It is positive that the amount of municipal waste recycled, reused or composted has increased over the past four years (see Exhibit 2). However, the rate of improvement has not enabled the Council to achieve national targets and whilst a number of other councils did not achieve 52 per cent, Swansea was one of the worst performers in Wales, ranking 20th out of 22 Welsh councils.

#### Exhibit 2 – Recycling performance in the Council

The percentage of municipal waste recycled/reused or composted improved but remained below the Welsh Government target for 2012-13 of 52 per cent.



Source: City and County Annual Review of Performance 2012-13

27 Remedial action is now being taken to try to address this performance. A review of service provision at each of the Council's household waste recycling centres was undertaken in 2012-13 by the Waste and Resources Action Programme<sup>2</sup> (WRAP) to identify site-specific options for increasing recycling performance and minimising overall costs where possible. This review also involved comparing the Council's performance with councils with high-performing household waste recycling centres. The findings will be considered by the Council during 2013-14. Other key steps include limiting the number of rubbish bags that residents will be able to put out in their fortnightly rubbish collections to three. This change will come into effect in April 2014 and follows the success had by other councils in introducing a similar initiative, such as Monmouthshire.

28 The Council improved the percentage of reported fly-tipping incidents cleared within five working days from 86.1 per cent in 2011-12 to 92.9 per cent in 2012-13, exceeding its 2012-13 target.

### The Council continued to be successful in increasing the number of participants engaged in its employability schemes

29 Improving people's employability by maximising the impact of the Council's regeneration programme to offer and facilitate training and work placements continued to be one of the Council's improvement objectives in 2012-13. The Council continued its focus on improving job opportunities through its *Beyond Bricks and Mortar* scheme and its *Workways* project.<sup>3</sup>

30 The Council met its targets against this improvement objective. For example, the Council successfully increased the number of regeneration projects containing social benefit clauses aimed at providing work and training opportunities for the unemployed and economically inactive from 12 in 2011-12 to 17. The number of organisations signed up to the Council's *Beyond Bricks and Mortar* scheme also continued to increase. The Council is now looking to build upon this success and extend the use of such clauses into service and care-based contracts. Similarly, the number of people entering employment as a result of their participation in the Council's *Workways* project increased from 201 in 2011-12 to 287 in 2012-13. Participants' satisfaction with the scheme also improved from 70 per cent in 2011-12 to 84 per cent in 2012-13. However, in its *Annual Review of Performance*, the

<sup>2</sup> WRAP is a not-for-profit company limited by guarantee, set up with an independent board to promote resource efficiency.

<sup>3</sup> *Workways* tackles the barriers that prevent individuals from finding employment. The project provides support with job searching, CVs, application forms, interview skills, telephone techniques and access to training. Participants are also matched with local businesses, helping them gain the vital experience needed to find long-term employment. Led by Neath Port Talbot Council in collaboration with Carmarthenshire, Pembrokeshire and City and County of Swansea, the *South West Workways* project is backed with almost £13 million from the European Social Fund through the Welsh Government. The City and County of Swansea's *Beyond Bricks and Mortar* initiative aims to make social regeneration and creations of jobs part of any major building contract.

Council highlighted that staff shortages in the relevant service had been a problem during the year and acknowledged that this needed to be addressed in order to maintain this level of improvement.

**The Council continued to develop a Linguistic Skills Strategy but the number of Welsh speakers in the contact centre was very low**

31 The role of the Commissioner was created by the Welsh Language (Wales) Measure 2011. It is expected that new powers to impose standards on organisations will come into force through subordinate legislation by the end of 2014. Until that time, the Commissioner will continue to review Welsh language schemes by virtue of powers inherited under the Welsh Language Act 1993.

32 The Commissioner works with all local authorities in Wales to inspect and advise on the implementation of language schemes. It is the responsibility of local authorities to provide services to the public in Welsh in accordance with the commitments in their language schemes. Every local authority is committed to providing an annual monitoring report to the Commissioner outlining its performance in implementing the language scheme. The Commissioner analyses every monitoring report, provides a formal response and collects further information as required. The Commissioner's comments in relation to Swansea were as follows:

33 'The Council continues to work on establishing a Linguistic Skills Strategy and collecting and analysing the language skills of the workforce. The Council recognises that this needs to be a priority during 2013-2014. The number of staff who can speak Welsh in the Council's Contact Centre is very low and language skills will receive full consideration in recruitment. However, opportunities to plan the workforce through recruitment are currently limited, so language training is provided for existing staff. The Council's membership of the Swansea Language Forum offers an opportunity to share information with a cross-section of the Welsh-speaking community.'

**The number of complaints received by the Public Services Ombudsman for Wales relating to the Council remained below the Welsh average; and although the number taken into investigation tripled, the number upheld was below average**

34 Each year, the Public Services Ombudsman for Wales (the Ombudsman) publishes an annual report setting out the range of complaints about public bodies that had been dealt with in that particular year. The Ombudsman also writes to individual councils providing an overview of issues that had been considered in the year. In his most recent annual letter to the Council for 2012-13, the Ombudsman reported: 'The number of complaints received remains

below the average, whilst the largest single area of complaint is now 'Planning and Building Control'. The Ombudsman had received 57 complaints about the Council compared to a Wales average of 62. There have also been notable increases in the number of complaints relating to 'Finance and Taxation' and 'Children's Social Services'. Whilst the number of complaints taken into investigation has tripled, there have also been an above-average number of quick fixes and voluntary settlements, and a below-average number of 'upheld' reports issued by my office. In reference to your Council's response times, it is pleasing to note that a third of responses took less than three weeks although a further third of responses took longer than five weeks.'

## The Council has got better at reporting how well it is performing and is developing a consistent approach to evaluating itself

### The Council produced a readily accessible report about its performance but did not consistently explain how successful it had been in delivering its objectives

35 In the Auditor General's 26 November 2013 *Improvement Assessment Letter* to the Council, we reported that the Council discharged its improvement reporting duties under the Measure. The Council published an assessment of its performance in its *Annual Review of Performance 2012-13* (the Review) within the statutory deadline of 31 October 2013. The Review and an easy-to-read summary version are available on the Council's website and are available in hard copy. In line with statutory requirements, the Review included details of performance and comparisons as measured by the national statutory performance indicators and included a section outlining the key collaborative activities the Council was involved in and a summary of progress in achieving their outcomes.

36 However, we also identified the following areas where the Council can strengthen its arrangements further:

- The Council did not consistently set out its own view of how successful it had been in delivering each improvement objective in the 'Summary Evaluation' section of the Review.

- The Review made reference to more qualitative information than it did last year but the predominant evidence used was still quantitative performance measures. There was scope to broaden the use of more qualitative and contextual information to strengthen the Council's evaluation of performance.
- The Council did not make full use of comparative information, including historic performance and more targeted comparisons with other similar councils, to show how it was learning from its own efforts to improve and those of other councils.

### The pace of improvement of performance reporting has been slow

37 In the Auditor General's *Improvement Assessment Letter* issued to the Council on 5 November 2013, we reported that the Council is reviewing and changing its corporate and performance management arrangements to ensure that it has appropriate mechanisms in place to meet the challenges ahead. This review is still ongoing. The Council invested significantly in introducing a Results Based Accountability (RBA) approach 18 months ago and is intending to build on the principles within this approach to shift towards a balanced scorecard approach at both a corporate and service level. The Council expects that this approach will facilitate better integration between its corporate, service and financial planning with greater consideration of both risk and performance in its planning and reporting. Interim arrangements are currently



in place. Current performance reporting arrangements, for example, will carry on for the next few months but it is anticipated that there will be greater focus on reporting progress in delivering the Council's priorities and the balanced scorecard will be used as the mechanism to do this. Integral to the new arrangements will be a move to a corporate approach to self-evaluation.

38 The Council has begun to address our and other regulators' concerns about the quality and consistency of its self-evaluations. For instance, in its inspection report issued in September 2013, Estyn noted that 'officers evaluate the impact of specific initiatives well', but that 'performance management and quality assurance processes are not applied consistently enough within education services to identify and address underperformance of staff; education targets are often not sufficiently challenging; and annual reviews of the authority's education services and the self-evaluation report prepared for the inspection provide a too positive analysis of the authority's work in a few areas.' Two of the five recommendations made by Estyn relate to improving the quality of evaluation undertaken by the Council.

39 The CSSIW's *Annual Review and Evaluation of Performance 2012/2013* which reviewed the Director of Social Services' annual report concluded that the annual report 'integrates performance activity, identifies progress against key targets and outlines priorities. This provides clear information on public accountability and enables the citizens of Swansea to determine the quality and effectiveness of local services.'

40 The Council is hoping to have its new approach in place within 12 months and has identified those areas which it needs to progress more quickly. The development of the balanced scorecards is now being taken forward and we understand there is corporate commitment to this approach. The success of this development will be imperative to ensure that the approach is adopted consistently and embedded throughout the organisation. Previously, mixed approaches have been adopted within different departments but the financial climate is such that the Council recognises the need to have a consistent performance management approach across the organisation.

### The Council's scrutiny arrangements are becoming more established but insufficient public information is available in advance of panel meetings

41 The Council's scrutiny arrangements were changed in October 2012 and have now been in place for nearly 18 months. The Scrutiny Programme Committee is the main coordinating and overarching committee that manages the Council's scrutiny programme and provides the main mechanism for holding the Council's Cabinet Members to account. It also appoints and determines the scope of other scrutiny panels. There are two main types of panels: inquiry panels which undertake in-depth reviews on a task and finish basis; and performance panels which monitor performance of specific areas, such as education and social services. All panels report to the Scrutiny Programme Committee.

- 42 Whilst notice and minutes of the Scrutiny Programme Committee meetings are published, this is not the case for the scrutiny panels. The outcomes of meetings are made available in due course but there is no public information in advance of the meetings. Performance panels produce letters to the relevant Cabinet Member outlining what is covered during panel meetings and identifying any questions they wish the Cabinet Member to consider. These letters are made public via the Scrutiny Programme Committee. Inquiry panels produce reports at the end of their inquiry. These are available on the Council's website. The Council now also produces a blog providing an opportunity to update the public on the issues being discussed. The meetings are open to the public but the dates and venues of the meetings are not routinely advertised on the Council's website. Information about the meetings is available upon request. We propose to further review the impact of the Council's new scrutiny arrangements in the coming months and will report in more detail later in the year.
- 43 In its inspection report issued in September 2013, Estyn highlighted: 'The council has established a performance committee to address standards in schools. However, members do not receive sufficient data at individual school level to enable them to accurately identify those schools that are underperforming. The performance committee has not concentrated sufficiently on challenging underperforming schools in recent months.'
- 44 In its *Annual Review and Evaluation of Performance 2012/2013*, the CSSIW noted: 'In recent years Swansea has been recognised for the quality and rigor of its scrutiny arrangements and has revised those arrangements this year. The focus has changed from health and wellbeing adult services scrutiny to strategic scrutiny programme committee, which encompasses all council business. There is a specific sub-committee for all social services which receives regular reports from both children and families and adult's services. It is not clear yet what impact the new arrangements will have on the attention paid or support to social services. However, officers spoken to on the site visit to adult's services reported that the first meeting was constructive, with an appropriate level of questioning and an orientation to the future. The CSSIW will follow up that the new scrutiny arrangements remain robust and effective especially as social services become absorbed into a broader corporate directorate.'
- 45 The Council engaged positively in the scrutiny peer observation programme facilitated by the Wales Audit Office last year. The feedback was used to inform the Scrutiny Programme Committee's annual evaluation workshop and some work is ongoing to address the feedback provided. This includes public involvement in scrutiny panels and raising awareness of the work of the scrutiny panels.

Overall, the Council had good systems in place to produce performance indicator data and is acting to address weaknesses in target setting

- 46 Our assessment of a sample of the Council's performance measures and operational data systems concluded that the Council has a well-established process in place for data collection and it is actively working with services to improve arrangements further.
- 47 We raised concerns about the robustness of the Council's target setting and suggested that the Council introduces greater transparency to its target-setting processes including greater engagement of members and clearly explaining what a target of 'acceptable level of performance' means, particularly where this infers sustaining comparatively poor performance. We understand that the Council has now reconsidered its approach and is reverting to having one target for its performance measures rather than having a dual approach of an acceptable level of performance and a target to aim for.

The Council complied with its responsibilities relating to financial reporting and use of resources

- 48 The auditor appointed by the Auditor General recently gave his opinion on the Council's accounts and based on this the Appointed Auditor's view is that the financial statements preparation process was generally satisfactory. [Appendix 3](#) gives more detail.

## The Council strengthened its capacity to drive improvement by completing its management restructure and establishing a strategy for managing the significant financial challenges it faces

### Revision of improvement objectives meant the Council published its corporate improvement plan later than usual

- 49 In our assessment of the Council's improvement objectives and its annual improvement plan (the Plan), (called the *Corporate Improvement Plan 2013-2017: Standing up for a Better Swansea*) we concluded that the Council had discharged its improvement planning duties under the Measure but that it should publish its improvement objectives sooner.
- 50 The Council published the Plan on 1 August 2013 in a user-friendly format on its website which is easy to navigate and read. It also published a summary of its Plan. Both the summary and full Plan are available in English and Welsh. The Council has made its partners aware of the existence of the Plan. In 2012 the Council published its improvement objectives in May.
- 51 The Council undertook effective consultation on its proposed improvement objectives and the Plan sets out the findings of this consultation and how it has informed the development of its improvement objectives.
- 52 In the Auditor General's *Improvement Assessment Letter* of 5 November 2013, we acknowledged that the 2013-14 improvement objectives were new and that the Council had spent significant time and resources to develop these using an RBA methodology which had required greater involvement of officers in service departments. We reported that the Plan was more robust and better quality than that of previous years as a result.
- 53 However, we underlined that it is important that in future years the Council builds sufficient time into its planning arrangements to publish its Plan at least by the end of June. We noted that the Plan is for a four-year period and that the process to develop its Plan in future years should be quicker. We understand that the Council has a timetable in place to agree and publish its updated Plan for 2014-15 by the end of June. Consultation of its proposed improvement objectives has been undertaken.
- 54 We also recognised that the Council had made some progress in addressing our proposal for improvement relating to the development of more outcome-based performance measures. It was evident that there had been considerable engagement of heads of services to develop these measures and the link between the measures and the improvement objective is clearer than in previous years. However, we believe that further work is still needed in this area. We were disappointed that the Council was not further advanced in making better use of more qualitative information in the refinement of its measures given that we had raised this as a proposal for improvement previously and the time the Council had taken to develop its approach to RBA. Again, we understand the Council is actively addressing this concern and is looking to use more comparative information, including comparing its performance and activities with councils outside of Wales. We know that the Council used to do this regularly in the past and are pleased to see that this is being reconsidered.

55 In his *Annual Improvement Report* last year, the Auditor General reported that further work was needed to better align the Council's business plans and improvement objectives. Our audit of the Council's 2013-14 improvement objectives and business plans found that the links between them were not yet in place. It is, therefore, positive to hear that the Council has recently sought to address this by providing additional guidance to services to make it easier for them to show the links to the Council's priorities, policy commitments and other key strategic documents, such as the *One Swansea Plan*, the *Medium-Term Financial Plan* and *Sustainable Swansea*.

56 The Council is also considering developing an overarching corporate plan in addition to its improvement plan which will encompass all the Council's priorities. The Council is aiming to have such a plan in place by September 2014 and it will serve to provide greater clarity about how its priorities will be resourced, with clearer links to the Council's *Medium-Term Financial Plan* and its *Sustainable Swansea* strategy. We will be keen to see how this plan aligns with other key plans and strategies.

The Council has introduced changes to its senior management team and appointments have now been made to all key posts. The Council's capacity to deliver its key services is good.

57 The Council significantly changed the structure of its senior management team at the beginning of 2013, moving away from a traditional service-based structure to a more thematic focus on people, places and corporate services. Appointments have now been made to all key posts. There are now three rather than five corporate directors in place, each of whom report to the Chief Executive.

58 In its *Annual Review and Evaluation of Performance 2012/2013*, the CSSIW considered the capacity of the Council to deliver social services and reported:

- 'The Council has stated that a key element of the transformation programme is to deliver a more citizen centred support model, the importance of a valued, supported and experienced staff group to this is vital. This year it has introduced a coaching skills programme in order to support and develop staff for the scale of changes that the organisation is going through.'

- Child and family services are now fully staffed albeit the majority of the social workers are not as experienced as the authority would have wished. The challenge is to deliver high quality services to families, whilst continuing to support and develop its workforce, at the same time as improving some areas of performance. The investment last year in a programme of additional training such as restorative practice and signs of safety is now beginning to embed and is provided to all existing and new staff members. A first year in practice programme is in place and the workforce development programme extends to continuing professional development for all staff.
- The Council reports a relatively low turnover of staff this year, having reduced from 13 per cent the previous year to just over eight per cent. The Council recognises that staff sickness remains a concern. Whilst there has been a small decrease in sickness across the authority, there has, however, been an increase in sickness rates in child and family services.
- The Council continues to ensure and support social workers to maintain their registration with the Care Council for Wales and also supports their continued professional development.'

59 The CSSIW also highlighted: 'There has been good corporate support for social services with clear vision and direction, evidenced by sound strategies, and a corporate improvement plan'. A new chief officer for social services is now in post and the CSSIW outlined that: 'Although the role is not at corporate director level, the council has given a commitment that this will not alter or diminish the level of support for social services previously seen. The chief social services officer is a member of the executive board and will report directly to the chief executive on all operational matters, whilst managerially the post sits within the corporate directorate of people.' However, the CSSIW further noted: 'The challenge will be for the council through the new structure to continue and further build on the continued improvement in social services. In the context of significant organisational change, the CSSIW will follow up whether there continues to be strong corporate and political support for social services and whether in relation to the role of director of social services there is compliance with statutory guidance.'

60 As already reported above, Estyn concluded that the Council's capacity to improve was good.

The Council has embarked upon a strategy to address the significant financial challenges it faces. Addressing the predicted funding gap now depends on the successful implementation of this strategy.

61 All councils in Wales face an unprecedented period of financial constraint at a time when demand for key services is increasing. The scale of the challenge is so great that difficult decisions have to be faced and cannot be postponed without compromising the financial standing of the Council. The Council recognises that extensive reductions in expenditure cannot take place without a fundamental review of the purpose and shape of the Council. In determining its future budget proposals the Council is actively seeking to address its challenges and has embarked upon a specific strategy, *Sustainable Swansea – Fit for the Future*. This strategy was approved by Cabinet and reported to Council in October 2013 and established an approach that focuses upon:

- the core purpose of the Council;
- the transformation of services and the model of delivery;
- greater collaboration with other councils and local organisations, community groups and residents; and
- sustainable solutions, with prevention at the heart of it.

62 The strategy was further developed in December 2013, with a report to Cabinet, which provided an update on the financial challenges facing the Council. The report also contained a proposed savings programme, including specific proposals for 2014-15 and future years, and proposals for engagement and consultation. In particular, the report highlighted how the financial settlement from the Welsh Government for 2014-15 differed substantially from the indicative support levels detailed in the prior-year final settlement figure. This meant that the position was £16 million worse than the assumptions made for financial planning purposes in the Council's *Medium-Term Financial Plan*.

63 The Council approved the budget for 2014-15 in February 2014. A shortfall for the year of £26 million is forecast, which is planned to be met by:

- specific savings proposals and work stream savings totalling £16.5 million;
- a five per cent increase in the council tax base, resulting in £4.0 million;
- a reduction in contribution to the contingency fund of £2.6 million;
- the use of general reserves totalling £2.2 million; and
- a reduction in the inflation provision of £0.9 million.

64 The Council's *Medium-Term Financial Plan* anticipates an overall funding gap of at least £39 million between 2014-15 and 2016-17. This is due to both reductions in funding and budgetary pressures, caused by factors such as demography. The approach outlined in the *Sustainable Swansea – Fit for the Future* strategy will be used to address these future challenges. We will be examining arrangements in more detail during 2014-15.

65 For 2013-14, the Council is forecasting a net £1.7 million overspend in relation to service budgets. However the Council expected that this position will improve further as a result of management actions. The majority of the overspends relate to social services, mainly due to budgetary pressures with regards to child and family services; and education, specifically in home-to-school transport and the music service. These overspends have been offset by underspends on other service budgets and a transfer into service budgets of funds previously held within an inflation provision as well as by the contingency fund, which is designed for this purpose.

### The Council is likely to make arrangements to secure continuous improvement in 2014-15

66 We are of the view that the Council is likely to meet the requirements of the Measure in 2014-15. It is continuing to take sensible steps to meet the financial pressures it is facing. It is also reviewing and refining its corporate and service planning and reporting arrangements so that these are more appropriate for the current climate. The adoption of the balanced scorecard in particular will provide a tried and tested mechanism to enable the Council to focus on its priorities and to take account of all key information in an integrated way to do this.

67 That said, our concerns remain that the Council still does not formally monitor and challenge progress in addressing our proposals for improvement in their totality. These are not monitored by the Council's Audit Committee for instance. It is evident that our proposals for improvement are being taken into account in the changes the Council is making, for example to its corporate reporting and the content of its improvement and performance plans. A post-inspection action plan has also been developed in response to the Estyn inspection and this is being monitored by an improvement board established by the Chief Executive. However, this approach is not consistently applied to all regulatory recommendations and proposals for improvement. It is difficult to see, therefore, how the Council can have assurance that



appropriate action is being taken to address regulators' concerns on a timely basis. This has been raised with the Council previously and was formerly reported as a proposal for improvement in our *Improvement Assessment Letter* issued to the Council on 5 November 2013. We would expect the Council to take appropriate steps to address this promptly.

- 68 Nevertheless, it is positive that a full corporate management team is now in place. All key posts have been filled and there are no vacancies at a senior officer level. As such, 2014-15 presents the key opportunity for the Council to agree and finalise the changes it feels necessary to its arrangements. Whilst it is always healthy to review and refine arrangements, once these changes have been implemented the Council would benefit from a period of consolidation to enable the arrangements to become embedded. This will place the Council in a strong position to focus on delivering its priorities and meet the significant financial challenges it faces over the next three years.

# Appendices

## Appendix 1 Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake an annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. This requirement covers local councils, national parks, and fire and rescue authorities.

This report has been produced by staff of the Wales Audit Office on behalf of the Auditor General to discharge his duties under section 24 of the Measure. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether, as a result of his improvement plan audit under section 17, he believes that the authority has discharged its improvement planning duties under section 15.

Improvement authorities are under a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'. Improvement authorities are defined as local councils, national parks, and fire and rescue authorities.

The annual improvement assessment is the main piece of work that enables the Auditor General to fulfil his duties. The improvement assessment is a forward-looking assessment of an authority's likelihood to comply with its duty to make arrangements to secure continuous improvement. It also includes a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority's track record of improvement. The Auditor General will summarise his audit and assessment work in a published annual improvement report for each authority (under section 24).

The Auditor General may also in some circumstances carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

## Appendix 2

### Useful information about Swansea and Swansea Council

#### The Council

The Council spends approximately £671 million per year (2013-14). This equates to about £2,807 per resident. In the same year, the Council also spent £77.1 million on capital items.

The average band D council tax in 2012-13 for the Council was £1,170.06 per year. This has increased by 3.4 per cent to £1,209.84 per year for 2013-14. Seventy-six per cent of the Council's housing is in council tax bands A to D.

The Council is made up of 72 elected members who represent the community and make decisions about priorities and use of resources. The political make-up of the Council is as follows:

- 4 Conservatives
- 7 Independent
- 49 Labour
- 12 Liberal Democrats

The Council's Chief Executive is Jack Straw. He is supported by:

- Director – People, Chris Sivers
- Director – Corporate Services, Dean Taylor
- Director – Place, Phil Roberts

## Other information

The Assembly Members for Swansea are:

- Edwina Hart, Gower, Labour Party
- Mike Hedges, Swansea East, Labour Party
- Julie James, Swansea West, Labour Party
- Suzy Davies, South Wales West, Conservative Party
- Byron Davies, South Wales West, Conservative Party
- Peter Black, South Wales West, Welsh Liberal Democrats
- Bethan Jenkins, South Wales West, Plaid Cymru

The Members of Parliament for Swansea are:

- Martin Caton, Gower, Labour Party
- Sian James, Swansea East, Labour Party
- Geraint Davies, Swansea West, Labour Party

For more information, see the Council's own website at [www.swansea.gov.uk](http://www.swansea.gov.uk) or contact the Council at Civic Centre, Oystermouth Road, Swansea, SA1 3SN.

## Appendix 3

### Appointed Auditor's Annual Audit Letter

Councillor David Phillips  
Leader  
City & County of Swansea  
Civic Centre  
Swansea  
SA1 3SA

Dear Councillor Phillips

#### Annual Audit Letter

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and my reporting responsibilities under the Code of Audit Practice.

#### The Council complied with its responsibilities relating to financial reporting and use of resources

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This Code is based on International Financial Reporting Standards. On 25 September 2013 I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Council's, the Group's and the Pension Fund's financial position and transactions. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were reported to members of the Cabinet in my Audit of Financial Statements report on the 17 September 2013.

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed as part of the Improvement Assessment under the Local Government (Wales) Measure 2009. Overall, following the introduction of revised internal banking and cash management arrangements between the Council and Pension Fund during the year, I am satisfied that the Council has appropriate arrangements in place. The Auditor General will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made when he publishes his Annual Improvement Report.

I have not been able to certify completion of the 2012/13 audit as we are currently considering a number of questions from local electors relating to taxi licensing arrangements and the extension of a lease.

The financial audit fee for 2012/13 will be higher than that set out in the Annual Audit Outline because of the additional amount of time spent responding to questions from members of the public and reviewing the extension of a lease. We will finalise the fee with officers once the matters are resolved.

Yours sincerely

**Kevin Williams (PricewaterhouseCoopers LLP)**

For and behalf of the Appointed Auditor  
28 November 2013

cc: Jack Straw, Chief Executive  
Mike Hawes, Head of Financial Services (s151 Officer)

## Appendix 4

# Swansea Council's improvement objectives and self-assessment

### The Council's improvement objectives

The Council is required by the Welsh Government to make plans to improve its functions and the services it provides. Each year it must publish these plans along with specific improvement objectives that set out the key things that the Council intends to do to improve. The Council must do this as soon as possible after 1 April each year.

The Council published its improvement objectives for 2013-14 in its *Corporate Improvement Plan 2013-2017: Standing up for a Better Swansea* which can be found on the Council's website at [www.swansea.gov.uk](http://www.swansea.gov.uk). They are:

Improvement objectives 2012-13	Improvement objectives 2013-2017
Improvement Objective 1: Ensure that younger adults, older people and carers have more choice and control over how they are supported by transforming adult social services	Improvement Objective A: Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress
Improvement Objective 2: Ensure that vulnerable children are safeguarded and supported by maintaining and continuing improvements to Child and Family services	Improvement Objective B: Support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential
Improvement Objective 3: Improve learning outcomes and assist pupils to achieve their potential	Improvement Objective C: People are safe, well and supported to live independently (Child & Family Services)
Improvement Objective 4: Minimise waste and increase composting and recycling by promoting and facilitating the delivery of waste management and recycling services	Improvement Objective D: Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors
Improvement Objective 5: Improve people's employability by maximising the impact of the Council's regeneration programme to offer and facilitate training and work placements	Improvement Objective E: Promote affordable credit and savings options and help people maximise their income and entitlements

Improvement objectives 2012-13	Improvement objectives 2013-2017
	Improvement Objective F: Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing
	Improvement Objective G: Help people adopt and develop healthy and sustainable lifestyles in order to improve health
	Improvement Objective H: People are safe, well and supported to live independently (Adult Services)
	Improvement Objective I: Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas

### The Council's self-assessment of performance

The Council's self-assessment of its performance during 2012-13 can be found in its *Annual Review of Performance 2012/13* which is available on the Council's website: [www.swansea.gov.uk](http://www.swansea.gov.uk).





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## Report of the Director - People and Cabinet Members for Anti-Poverty & Target Areas

Council – 9 August 2014

### TACKLING POVERTY STRATEGY

<b>Purpose:</b>	To provide Council with a draft Tackling Poverty Strategy addressing the key priority for the Council.
<b>Policy Framework:</b>	Single Integrated Plan; One Swansea Delivery Framework.
<b>Reason for Decision:</b>	To approve a draft strategy for consultation on this key area of policy and delivery.
<b>Consultation:</b>	Legal, Finance and Access to Services.
<b>Recommendation(s):</b>	It is recommended that: <ol style="list-style-type: none"><li>1) Council approve the draft strategy for consultation, returning with a final strategy to November Council.</li><li>2) Council note the consultation process outlined.</li></ol>
<b>Report Author:</b>	Chris Sivers
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Janet Hooper
<b>Access to Services Officer:</b>	Sherill Hopkins

#### 1.0 Introduction

- 1.1 Poverty is the biggest issue facing Swansea. By any range of indicators, Swansea faces a greater number of challenges than many other local authority areas in Wales, and in the UK. Four of the Lower Super Output Areas (LSOA) in Penderry are in the 100 most deprived in Wales; five of the LSOAs in Townhill are in the top 100 in Wales too. Further, one of the LSOAs in Townhill ranks as the sixth most deprived in Wales.
- 1.2 The impacts of poverty are wide ranging and have a significant bearing on outcomes for the population – poorer educational attainment, greater unemployment and poorer health. Poverty can dampen aspirations and people's confidence and resilience. These issues are

priorities for the Council and other partners to address, as already outlined in the Single Integrated Plan and One Swansea Delivery Framework and the Council's Policy Commitments.

The Council's definition of poverty relates to more than simply income. It relates to aspiration and encompasses both population definitions and geographical definitions. The Council has an established approach to Target Areas – those geographical areas where there is a concentration of poverty. It has established a Poverty Forum for staff in the Council to ensure the work is well coordinated, and this Forum has produced action plans in key areas for the last three years. In addition, the Council runs a number of Welsh Government programmes to tackle poverty such as Communities First, Families First and Flying Start.

## **2.0 Tackling Poverty Strategy**

2.1 The draft strategy is attached as **Appendix 1** to this report and outlines the Council's proposed approach to tackling poverty. It recognises that poverty can be particularly entrenched in some communities and that it will take time to affect significant change. It further recognises that there are likely to be distinct phases to the Council's approach, and does not seek to address all issues at the same time.

2.2 The draft strategy outlines the commitment to early intervention and preventative activity, which is already a commitment in the Council's budget strategy, *Sustainable Swansea – Fit for the Future*, and recognises the importance of investment now in order to reduce costs and produce better outcomes in the future in key areas.

2.3 The draft strategy outlines a vision of aspiration and confidence amongst communities and individuals and suggests an approach of shared leadership to support this development.

2.4 The draft strategy further recognises that in order to deliver the Council's own aspirations, some changes will be needed to existing work practices and processes. These are outlined under the three themes of

- Empowering local people
- Changing cultures
- Targeting resources.

2.5 These themes are replicated and expanded in the Action Plan, which is included as an Annex to the draft strategy. The Action Plan contains a series of actions that are specific to the Council and how it conducts its business. It is recognised that to have maximum impact on these themes, the Council will need to work closely with other agencies and organisations. The Local Service Board (LSB) has committed to poverty as a key priority and we will be seeking to influence other

organisations on the LSB to adopt similar strategies and action plans in their respective organisations.

2.6 The Council has established a partnership Poverty Forum to coordinate partnership action on this agenda. This group is one of the LSB delivery bodies, and will have responsibility to regularly report to the LSB on progress in tackling poverty.

2.7 Also included within the draft strategy is a Poverty Profile, which provides key data in relation to Income & Debt, Employment, Health, Education and Family Support. This compares Swansea's position (where possible) to others in Wales and provides the basis for a wider discussion with partner organisations on appropriate action plans to tackle poverty.

2.8 The final element in the draft strategy is the Performance Framework. This Framework is based on the Single Integrated Plan population outcomes and indicators. This will be used to measure progress in key areas over time. Within this framework, there are a series of key actions, which focus on service changes needed to change outcomes. Other actions will be developed over time, and there will be an annual update of this framework. The targets given for 2021 in this draft strategy are those already agreed for the Single Integrated Plan.

### **3.0 Consultation**

3.1 This paper proposes that the Council consults on this draft strategy and welcomes feedback on it.

3.2 The consultation will be undertaken for a six week period between the 12 August and 26 September. The strategy will be available on-line and provided to community contacts, professional organisations and interested parties for comments and feedback.

3.3 The outcomes of the consultation process will be used to inform the development of the final Tackling Poverty Strategy to be considered by Council for approval in November.

### **4.0 Equality and Engagement Implications**

A full Equality Impact Assessment report will be required for this Strategy. This will be commenced during (and as part of) the consultation process. It will be finalised prior to the Strategy being considered by Council for approval in November.

### **5.0 Financial Implications**

5.1 Whilst there are no immediate financial implications arising from this report, acceptance of this strategy policy could result in additional expenditure or opportunity costs at a future time. There could be

indirect costs or opportunity costs arising from the proposed action plans flowing from the strategy. It has been agreed as these are more fully developed the financial implications will be revisited and re-assessed.

- 5.2 Acceptance of the strategy does not mean that additional resources will be made available and it should be assumed that future spending needs will need to be contained within existing budget provision.

## **6.0 Legal Implications**

- 6.1 There are no legal implications associated with this report.

**Background Papers:** One Swansea Delivery Framework

**Appendices:** Appendix 1 – Draft Tackling Poverty Strategy

# Swansea's Tackling Poverty Strategy

## The Challenge

Swansea Council is committed to reducing poverty and the impacts of poverty. Poverty limits aspirations, damages relationships and ensures a loss of life chances. The City cannot afford to continue to work in the same way and allow this to continue. We need everyone to be living and achieving to their full potential. Swansea faces particular challenges in relation to educational achievement, employment rates, debt and early mortality. Swansea has an above average share of its neighbourhoods featuring in the top 10% most deprived in Wales. The Poverty Profile at the end of this document provides more information on how Swansea compares with Wales and the rest of the UK in these key areas. More detailed profiles are available in the Swansea Needs Assessment.

There is a commitment to tackling poverty outlined in the Council's priorities. By 'poverty' we mean this both in terms of populations of people – children, families, black and minority ethnic groups, for example, as well as geographical areas, or Target Areas. The Council has previously categorised its work in the key geographical areas as follows:

**Tier 1** – represents the two most deprived areas namely Townhill (including parts of Castle) and Penderry. These are virtually synonymous with the Communities First Clusters. The population in the Townhill cluster is 11,731. The population in the Penderry cluster is 13,622. These two Target Areas therefore contain around 10% of the city's population.

**Tier 2** – represents the other three Communities First clusters. The South Cluster (the remainder of Castle ward, Landore and Sketty Park) which has a population of 11,700. The East Cluster (Bonymaen, Llansamlet and St Thomas) has a population of 11,621. The North East Cluster (Morrison, Mynyddbach and Clydach) has a population of 10,496. Together Tier 1 and 2 represent around a quarter of the city's population.

This strategy outlines what action will be taken to fulfil the promise to tackle poverty and what we will do in the Target Areas. In essence, it means that we will prioritise investment and transformational change in these areas, over and above other investment in other areas. However, a significant proportion of the resources that the Council has are spent in Target Areas due to the population presenting with higher levels of need. Budgets in areas such as children's social care, housing, early intervention and others are already disproportionately allocated in these areas, because they are based on need, and the people who need these services are more likely to live in the Target Areas. For other services that are available to all, we will continue to provide these universally, although this may be at a reduced level.

We recognise that poverty is not confined to those living in Target Areas, and indeed there are pockets of poverty in a very small neighbourhood within relatively more affluent areas.

This anti-poverty strategy recognises that poverty can exist in any geographical location, and its actions are focused on targeting resources on most need. So a Target Area approach is one way of recognising this and organising to meet such needs.

### **Generational Change**

We recognise that in many neighbourhoods the poverty is multi-generational and has existed for many years. The impacts of poverty can last a lifetime, and some interventions can take a lifetime to manifest themselves in changed situations. For example, the difference in life expectancy in Swansea between the poorest and most affluent areas is 23 years for men and 15 years for women. The actions to address this – getting people into employment, reducing smoking, lowering obesity rates can impact immediately, but the full impacts are not necessarily felt for many years, particularly the impact on children and then their children. Evidence tells us that experience in the first three years of a child's life sets the pattern for the rest of their life – whether in education, behaviour or health. If the Council directs its investment in those three years, impacts on education might be seen within five years, impacts on employment might be seen in 15 years and impacts on health may not be fully seen for forty years or more. There is a recognition that tackling poverty takes time.

### **Early Intervention and Prevention**

Some might say that given the reductions in local government budgets, we cannot afford to invest in poverty reduction, and given that many of the actions are not required by law, it may be more financially prudent to maintain investment only where legally required to do so. We believe this is a false economy and that investment in early intervention is the best option to ensure a sustainable future. Much of the Council's spend is in areas to provide support once things have gone wrong and many of our legal requirements are not in relation to early intervention or prevention. For example, many Councils are seeking to reduce their preventative services in relation to children and families, as there are fewer legal requirements to provide these services. Most of our legal requirements are in relation to children who are at risk or in need. But what if we turned investment on its head and put resource into putting things right before they go wrong instead? This is not only cheaper, but also provides better outcomes for individuals, families and communities. For example, through the Flying Start scheme, we supported 2149 families in 2013/14 with childcare, health advice and support for children with additional needs. The scheme is only a few years old, but already schools are telling us that they can tell which children have taken part in the scheme – they are better prepared for school, better behaved and more ready to learn. The impact of this in future years has yet to manifest, but the idea of early intervention is clear.

Another example is the support we give to those experiencing domestic abuse. Not only does domestic abuse have a devastating impact on the individuals involved and their emotional wellbeing, in extreme cases it can also lead to children being taken into care, a



generation of children accepting violence within relationships that leads to further problems in the future. Our investment in support for victims of domestic abuse is relatively small, but we know that the costs of supporting a child in residential care are between £156,000 – £260,000 per year, and if our support prevents even two children being taken into care, then it may pay for itself.

We know that this investment in early intervention and prevention works, because we have seen improvement in some key areas where we have seen it adopted – such as work with young people not engaged in employment or training, youth offending and unemployment rates in parts of the city and county. A strong example is how some schools have made use of pastoral programmes to provide additional support to young people with behaviour issues, which in one case have improved attendance from 83.4% to 90.9%. There is a strong evidence base for the early intervention approach, and this evidence base has been used to good effect in the development of the One Swansea Plan, as quoted below.

#### **A. Children Have a Good Start in Life**

*“The foundations for virtually every aspect of human development – physical, emotional – are laid in early childhood.”* **The Marmot Review (Fair Society Healthy Lives, 2010)**

#### **B. People Learn Successfully**

*“Inequalities in education outcomes affect physical and mental health as well as income, employment and quality of life.”* **The Marmot Review**

#### **C. Young People and Adults Have Good Jobs**

*“Being in good employment is protective of health. Conversely, unemployment contributes to poor health. Getting people into work is therefore of critical importance for reducing health inequalities. However, jobs need to be sustainable and offer a minimum level of quality, to include not only a decent living wage, but also opportunities for in-work development, the flexibility to enable people to balance work and family life, and protection from adverse working conditions that can damage health.”* **The Marmot Review**

#### **D: People have a decent standard of living**

*“Income inequalities affect the way that people live their lives. Having a healthy standard of living will contribute to people having more control over their lives and will have a positive influence on their health and wellbeing.”* **The Marmot Review**

#### **E. People are healthy, safe and independent**

*“Many of the key health behaviours significant to the development of chronic disease follow the social gradient: smoking, obesity, lack of physical activity, unhealthy nutrition.”* **The Marmot Review**

## **F. People have good places to live and work**

*“Communities are important for physical and mental health and well-being. The physical and social characteristics of communities, and the degree to which they enable and promote healthy behaviours, all make a contribution to social inequalities in health.”* **The Marmot Review**

In some cases, the evidence base is not yet strong enough, and as a part of our work to develop the approach outlined in this strategy, we will seek to develop such evidence.

This approach is outlined in our budget strategy, Sustainable Swansea – Fit for the Future, which recognises that balancing the Council’s budget is not solely a question of balancing it in one year, but ensuring that budget decisions taken each year are ensuring a sustainable approach for the Council in future years. In this way, the anti-poverty work outlined here is an issue not just for those in poverty, but by addressing poverty now, the Council can over time reduce its spend in areas of remedial action, therefore creating a more sustainable financial position for the Council in the longer term.

### **Involvement and Participation**

Poverty is a multi-faceted concept, and our definition of poverty is not one relating solely to income, but to poverty of ambition and aspiration. As such, addressing the issue of poverty is not solely an issue for the Council, but a matter of concern for all agencies, whether they be private sector, public sector or voluntary sector. The impact of poor health, for example, also impacts on people’s ability to work and to learn, and if they are involved in crime they are more likely to be involved with drugs and abuse alcohol. These issues are not for one organisation to address alone.

But more importantly, poverty is an issue for the people of Swansea themselves to take to heart. The Council can arrange an early intervention initiative, but unless and until individuals make changes in their own lives, there will be no wide-scale or long-term change. That is why in the strategy outlined here, the involvement and participation of people who themselves are affected by poverty is crucial. Without them, there is no delivery.

### **Building on Experience**

It is important to recognise that there is already much good work taking place to tackle poverty and we are not starting with a blank sheet of paper. Tackling poverty has been a key priority for Welsh Government, with a focus on three sections: preventing poverty, helping people out of poverty and action to mitigate the impact of poverty. Welsh Government have invested locally in key programmes such as Communities First, Families First, Pupil Deprivation Grant and Flying Start, which have constituted a significant set of programmes to support this agenda. The Welsh Government strategy is available on <http://wales.gov.uk/docs/dsjlg/publications/socialjustice/120625tackpovplanen.pdf>

In 2011, the Chief Executive established a monthly Poverty Forum, through which efforts to tackle poverty are coordinated, by addressing the five themes:

Income & debt  
Employment  
Health  
Education  
Family support.

This Forum has enabled the Council to be more coordinated in its work in this area, and to reduce duplication and identify new opportunities for action. This Forum has also undertaken to produce the Poverty Profile included at the end of this document. The key actions from each of the workstream action plans are identified in the Performance Framework Key Actions section. In our Target Areas, in 2013 we have engaged with local people to get a better picture of what their key concerns are. This work identified the top three issues in both Penderry and Townhill/Castle. They were:

Penderry	-drugs and alcohol -debt and finance -unemployment
Townhill / Castle	-drugs and alcohol -anti-social behaviour -unemployment

In addition, the Council already has a number of services and partnerships that are primarily targeted at tackling poverty, such as

- Digital inclusion project
- Customer services strategy, with a focus on community access in Target Areas
- Beyond Bricks and Mortar
- Workways
- Passport to Leisure
- Introduction of the Living Wage for Council employees
- Provision of housing support for vulnerable people
- Delivery of the Welsh Quality Homes Standard for Council housing
- Delivery of adult basic skills programmes
- Operating a 're-use' shop
- Keeping in Touch (KIT) schemes for young people
- Expansion of community transport schemes.

Hence, the Council is building on strong experience of delivering programmes that tackle poverty, which will help to inform the next stages of action in this area.

## The Swansea Approach

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

This is a long term ambition and will take time to realise. To reflect this long-term vision, the work will be categorised into phases, to enable us to show progress towards the ultimate vision. One of the first tasks, for example, is to organise our services more effectively to meet local needs in Target Areas; in the longer term a multi-agency Area Board may be useful, but until we have a better understanding of how we might organise this, we will develop a Public Sector Board to coordinate services more effectively, whilst we work towards a model of community involvement that can provide a more sustainable approach.

## Shared Leadership

Given this focus on longer term change, we also recognise that communities and neighbourhoods are in different stages of development – some have strong community involvement and in some areas it is less strong. In areas where there is little involvement or sense of belonging, we will start small, recognising that these small steps can build on one another in a continuum of activity. For example, a community clean up may involve a relatively small number of people from a neighbourhood, but once it is clean, more people will want to keep it looking nice, and will be less accepting of those who litter or dump waste or paint graffiti. Over time, this raising of aspirations makes people prouder of the area in which they live. Each area will be analysed to identify what might work best in that neighbourhood.

We are approaching our anti-poverty work in the spirit of shared leadership. That has a number of implications, which are outlined below.

***A belief that resources exist in communities and families*** – The Council and other agencies are only one part of the picture. Individuals have many resources themselves, and communities are full of them – we will support people to develop these further.

***Social networks are crucial*** – Within any community, there are networks of people who make things happen. It might be based around a community centre, or a school, or a mosque or church, or the rugby club. Evidence tells us that these networks have

a value; where social networks are strong, people are more likely to be employed, they are better educated, have better health and are happier. We will recognise these networks and support their development.

***Together we know best*** – Top-down approaches to support often don't provide effective support. Professionals know things, but so do communities themselves. We will work collaboratively with our communities to tailor support, recognising that sometimes, the best support we can give is to get out of the way and let people develop their own solutions. A dependency culture does not help anyone.

***Work with existing leaders*** – We will work with existing leaders in communities. In every community there are a number of people who make everything happen. They may not be 'official' leaders in the sense of having a position of authority, but they have the ability to get people together. Instead of imposing solutions from the outside, we will work with these leaders to make sure our actions are appropriate, and to get greater involvement.

***Engagement with what?*** – We will work with leaders and others in communities to devise a model of involvement that is appropriate for each area. Many Local Authorities throughout the UK have trialled neighbourhood management approaches that have had mixed results in terms of involvement in local decision making. We are not seeking to involve only the traditional leaders in local decision making, but a wider group of people and will take the time to work in localities to make this a reality.

***A cadre of champions*** – The actions outlined here represent a real change for Swansea Council. In order to make these changes happen, we will work with staff at different levels of the organisation to champion this agenda, and to act as agents of change. We will provide them with support and training to carry out their role.

***Change starts with us*** – As Ghandi once said, 'Be the change that you want to see in the world.' We will need to change the culture of the Council to meet these actions, providing a more flexible approach to decision making, with involvement of a wide range of staff. All of our employees will have a role, whether it is directly, or through release to volunteer or simply encouraging flexibility within their team.

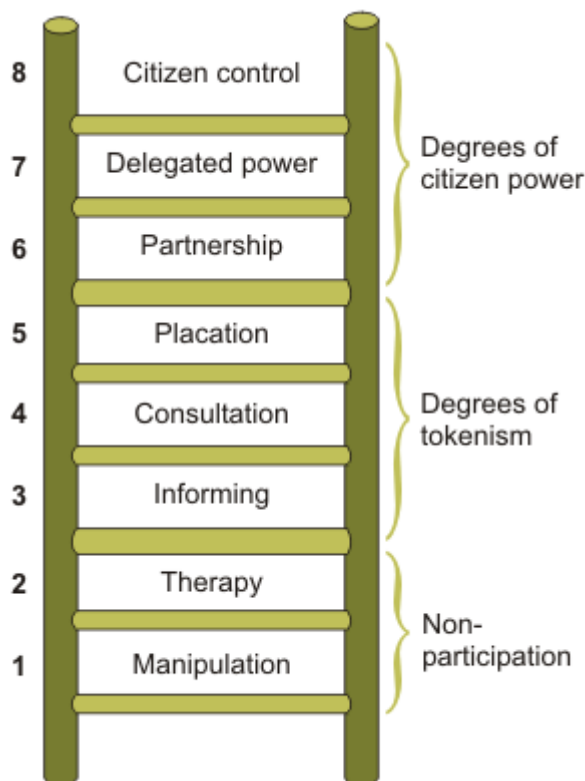
***Cede power*** – Empowerment explicitly means that others become more powerful – in this case, those who are affected by poverty. In order to provide space for opportunity, Council staff and councillors will need to recognise that they do not always know best, or that they are not always in the best position to make a decision, and that others will take a different a view about their future.

***'No you can't'*** – Councils on the whole are extremely risk averse and we recognise that this will need to change. We need to move from a culture of explaining why we cannot do things to one of 'Yes, we can', where we take a more balanced approach to risk. This means that sometimes staff or communities will make mistakes, or

things won't work out the way originally intended, but the important point is that we learn from the experience, and that we share that learning with others.

**Ward councillors** – Local elected Members have an absolutely critical role to play in this strategy. We are moving away from a Council focused on the Civic Centre/County Hall to one that is focused on local areas and creating action in those areas. Local councillors are often the best connected in their areas, and in many cases are some of the strongest community activists in the city and county. We will do more to recognise and facilitate this role, as they are both a source of intelligence, but also of action.

As a Council we are interested in exploring how we can move towards greater participation of local people in our decision making. We recognise that there are different types of participation and engagement, and that **how** we engage with people is often as important as the **what** we engage with them about. As we become more sophisticated with our engagement work, we will seek to increasingly involve local people in decision making, rather than simply asking them to comment on our plans. This type of progressive engagement is sometimes referred to as a Ladder of Participation (*A Ladder of Citizen Participation*, S Arnstein, 1969) in order to identify the degree of power that resides with both the 'engager' and the 'engaged'. An example of such a model is provided below.



In some cases, we recognise that there is latent capacity that we will need to connect with before we are able to fully engage in this way, and we are committed to taking the time needed to build that capacity for full engagement.

We will provide opportunities to work with communities and move towards greater involvement in decision making, particularly in Target Areas.

### **Tackling Poverty Action Plan**

These themes will run throughout the actions that we take to tackle poverty, as outlined in the attached action plan. The Action Plan will focus on three themes:

1. Empowering local people
2. Changing Cultures
3. Targeting resources.

As a Council, we will be making some significant changes to our business to ensure this is not simply another strategy that does not lead to action. We will:

- Seek to re-direct resources to support this change agenda
- Allocate a Director to each of the Target Areas to ensure oversight and action
- Seek to relocate more of our workforce into the Target Areas
- Introduce a partnership to better coordinate services at local level
- Introduce high profile opportunities for people who experience poverty to challenge faith, business and civic leaders
- Devise more opportunities for local people to have greater say on what happens in their area.

The Council has a critical community leadership role in developing Swansea, and it will provide a lead on tackling poverty, as outlined in this strategy. However, we recognise that it will require the efforts of a wide range of organisations and agencies delivering services in the City and County, and therefore we will be seeking to influence other agencies to develop their own action plans to mirror this Council Plan. We will work with the Local Services Board to ensure that organisations accord sufficient priority to this area, and to hold them to account for delivery on their plans.

### **Resourcing**

There is already much work taking place to address poverty in Swansea. Indeed, most of the strategies of the Council reflect this priority and some have specific programmes for key communities. Communities First and Families First, for example, provide the Council with resource from Welsh Government that we can align to this strategy to have greater impact. In addition, the Council will be seeking to redirect resources to this agenda to create additional capacity. This is a challenging ambition, given the high level of reductions in

spending that will need to be made to the Council's budget, and reflect the degree of importance attached to this strategy.

The Council has already restructured its staffing arrangements to align some key services under a new Poverty and Prevention Service, and this service will have a crucial role in delivering the strategy. The Director of People will have overall responsibility for delivery, working with the Officer Poverty Champion, the Chief Executive, and the Cabinet Member Poverty Champion, the Leader of the Council. The effective delivery of the strategy, however, will involve every employee and every Council Member; together this represents a significant resource for change.

A risk of any strategy is that it consists of nice words, but nothing that will actually change anything. All of the partner organisations at the Local Service Board have confirmed poverty as a priority, and this strategy is a step in embedding that commitment into action. The Swansea Partnership Poverty Forum will produce an action plan that will accompany this strategy. The Council's Action Plan is attached at the end of this document. The Forum will review these actions on an annual basis, with a full review of the strategy after three years.



## City and County of Swansea Council Action Plan

The programme of actions below relate to how the Council will target its resources to tackle poverty. These actions particularly relate to the Council's role and it is recognised that in order to influence other partners, The Council will need to show a strong community leadership role.

Action	Responsibility	Milestones	Dates	Comment
<b>Empowering local people</b>				
Develop a Community Action Learning programme for local people	Director of People	-Develop and run a learning programme to support people to take action in their area	Programme developed by January 2015 Roll out of programme from March 2015	
Devise action plans to develop social capital across Council Services	Director of People	-Develop a programme of activity for people to enhance social networks both within and across communities and neighbourhoods, promoting activities such as Big lunches	Action Plans developed by October 2014, then revised by April annually	
Embed community development in ward member roles	Head of Legal and Democratic Services	-Develop Pathfinder training -Develop a full training programme as part of Member training programme	November 2014  Agreed for implementation from May 2015	
Awards for communities	Head of Poverty and Prevention	-Oscars-style programme -Mentoring from role models scheme developed	Options developed by December 2014 Annual programme from January 2015	
Strategy for use of Community Buildings	Chief Operating	-area based approach to be rolled out across all areas	By Sept 2015	This is a workstream

	Officer			within the Council's Sustainable Swansea strategy and action plan.
<b>Changing Cultures</b>				
Create a cadre of champions to develop the work	Director of People	-Revise role of Council's Poverty Forum to align work to this strategy -Provide training programme for champions	Poverty Forum revised by October 2014 Training delivered by December 2014	
Incentives for staff	Head of Human Resources	-Devise new reward scheme and culture so that progress to the strategy outcomes are rewarded	Embed in Innovation programme review and the new strategy from April 2015	This is part of the Workforce Strand of Sustainable Swansea – to review our current reward strategies
Employee Pledge on volunteering	Head of Human Resources / Head of Poverty and Prevention	-Develop a volunteering scheme for every employee aligned to priorities for support in communities -Arrange for all staff to have time off to support these actions -arrange a programme of volunteering to support anti-poverty action	April 2015	

Change to job descriptions	Head of Human Resources	-Change job descriptions to reflect the priority attached to this strategy	Undertake negotiations with trade unions, with a view to implementation from April 2015	
Develop schools as a community resource	Director of People	Develop and sign Education Charter	Charter developed and agreed by December 2014 Action plan for implementation from February 2015	
Learning for Council leaders	Director of Corporate Services	-Arrange visits to other authorities to learn different neighbourhood management approaches -Training and development in facilitation skills	As part of the Innovation Programme, undertake initial research by December 2014 Develop a best practice toolkit by April 2015	
Relocate workforce	Head of Human Resources / Chief Operating Officer	-Make arrangements to relocate the Council's workforce into the Target Areas	Develop a service management plan by December 2014 Change proposal by March 2015 Being phasing to move staff by May 2015	
Lead Directors identified for each Target Area	Director of People	-define the role for Lead Directors -Lead Directors allocated to Target Areas	By August 2014	
Lead HoS identified for each area	Director of People	-define the role for Lead Head of Service -Lead Head of Service allocated to Target Areas	By September 2014	

<b>Targeting Resources</b>				
Resource investment	Director of People / Head of Finance	Develop a proposal for re-directing resources to this agenda	Proposal by November 2014, to fit with budget process	
Establish Public Service Coordination Board for Target Areas	Director of People		Public Service Coordination Board established by December 2014 Action Plan for the PSCB by March 2015	
Introduce Poverty Challenge	Director of People	Local people share their experience of poverty and identify challenges for civic and community leaders to address	Methodology agreed by Cabinet and Partnership Poverty Forum by December 2014 Challenges taking place from April 2015	
Ensure development of an evidence base and performance tracking where this doesn't already exist	Director of People		Finalise performance framework by January 2015	
Revise workplans to reflect target area priority	Chief Operating Officer	Operational Areas Culture and Tourism	To be built in from 2015/16 budget process	

# Poverty Profile March 2014

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# Poverty Profile March 2014

## Introduction

The last full Poverty Profile of Swansea, produced in 2008 (updated in 2009 and 2011), was structured around the themes of the UK's National Action Plan on Social Inclusion, two-year plans demanded of each EU member state, setting out their intentions to tackle social exclusion and poverty.

As ever, the intervening years have been full of change, resulting in new policies, strategies and structures which inform the shape of this report.

**Nationally**, the Welsh Assembly Government launched a Tackling Poverty Action Plan for 2012-2016 (cited throughout as TPAP), arranged in three sections:

- Section 1: Preventing poverty
- Section 2: Helping people out of poverty
- Section 3: Action to mitigate the impact of poverty

With a final section on *Joining up Across Government*.

**Locally**, the One Swansea Plan was produced for the first time in 2013, replacing a number of previous plans including those for Health, Social Care & Well Being, Children & Young People and Community Safety. Tackling poverty is at the heart of the Plan, which sets out how the Local Service Board intends to achieve six population outcomes:

- A. Children have a good start in life
- B. People learn successfully
- C. Young people and adults have good jobs
- D. People have a decent standard of living
- E. People are health, safe and independent
- F. People have good places to live and work

**Organisationally**, within the City & County of Swansea, since 2011 the Chief Executive has held a monthly Poverty Forum at which efforts to tackle poverty can be discussed and targeted under the five themes:

1. Income & debt
2. Employment
3. Health
4. Education
5. Family support

This Poverty Profile will look at key indicators under these five themes, comparing the situation now with that in recent history to indicate trends and set future direction. Many indicators also appear in the *One Swansea* Single Integrated Plan, or in the Strategic Needs Assessment which informs it.

Most indicators also include some comparison to Wales national averages. Data down to LSOA level is available for many indicators and could form a later, more detailed report to support the current Target Areas approach to service delivery.

## Defining Poverty

Arguably, relative poverty is more of a moral question than a mathematical one, about standards of living in any particular society at a given point in time. The Joseph Rowntree Foundation has sought for many decades to maintain an up-to-date overview of goods, services and experiences considered “necessities” of modern UK life, showing changes in cultural expectation over time. Refrigerators, TV sets, telephones and microwave ovens have all moved from the “luxury” to “essential” category. The most recent update of this research shows that for the first time, a family living in an urban setting outside of London is deemed to require a car as a necessity. (<http://www.jrf.org.uk/publications/MIS-2012>)

Household Car or Van Access	Swansea 2001 %	Swansea 2011 %	Wales 2001 %	Wales 2011 %
No car or van	28.5	25.8	26.0	22.9
1 car or van	45.6	43.3	45.5	43.0
2 cars or vans	21.1	23.7	22.9	25.8
3 cars or vans	3.7	5.3	4.3	6.1
4 or more cars or vans	1.1	1.8	1.2	2.2

(Census data: 2001 and 2011)

With childcare and transport still such frequently cited obstacles to employment and training, lack of access to a car can be a poverty trap. Over a quarter of Swansea households have no car or van, slightly more than the Welsh average.

### ***Income Thresholds: The Poverty Line***

In monetary terms, the EU defines “income poverty” or “low income” as **household income below 60% of the median national income, after housing costs**. The actual figure varies according to household type.

However, setting a proportion of the median income as a “poverty line” does not adequately reflect the real experience of deprivation, because there is no analysis of what such an income can buy in today’s economy; of whether a household earning the median – or any figure in relation to it – is able to afford a decent standard of living.

### ***Income Thresholds: Minimum Income Standards***

The Joseph Rowntree Foundation has expanded its aforementioned research into the area of Minimum Income Standards, currently funding the Centre for Social Policy Research at Loughborough University to continue the programme aiming “to define an ‘adequate’ income...based on what members of the public think is enough money to live on, to maintain a socially acceptable quality of life” ([www.jrf.org.uk/topic/mis](http://www.jrf.org.uk/topic/mis)) While the “poverty line” is 60% of the median, most household types actually require nearly **75% of median income** to have an acceptable standard of living in the UK.

Full-time work on Minimum Wage does not bring someone above the threshold for a generally accepted, basic standard of living.

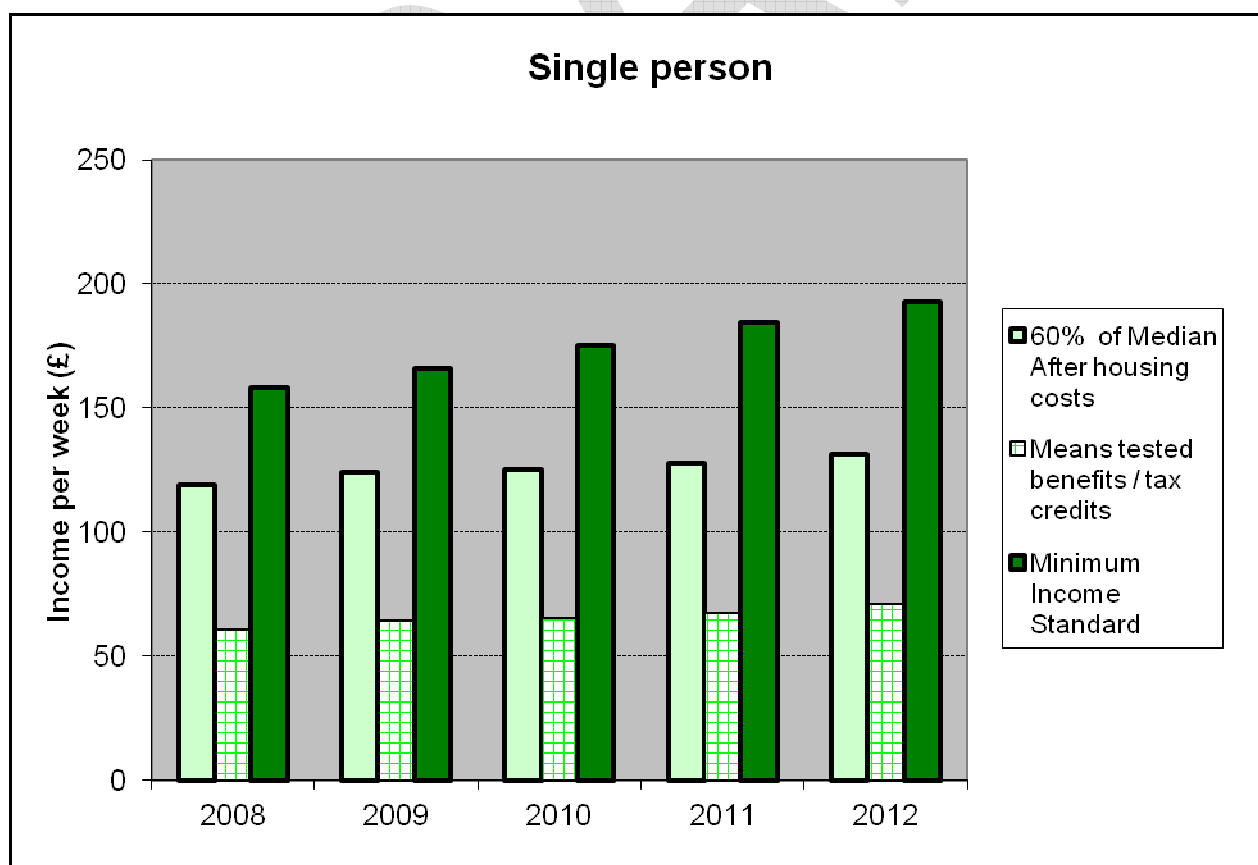
The proportion of people living in households below the Minimum Income Standard (MIS) increased by a fifth between 2008/9 and 2011/12. Most of the increase came in the final year of this period. ([www.jrf.org.uk/sites/files/jrf/household-income-standards-full\\_0.pdf](http://www.jrf.org.uk/sites/files/jrf/household-income-standards-full_0.pdf))

The graphs below show – regrettably only as recently as 2012 - the weekly household “poverty line” income (from the DWP’s Households Below Average Income data) and compare this to benefit entitlements (from CPAG manuals for each year), showing the shortfall between benefit income and the designated poverty line. The graphs also compare these amounts with the Minimum Income Standard ([www.lboro.ac.uk/research/crsp/mis](http://www.lboro.ac.uk/research/crsp/mis)), showing that the poverty line – which benefits fall well short of – is in any case not enough to actually live on.

For example, in 2012:

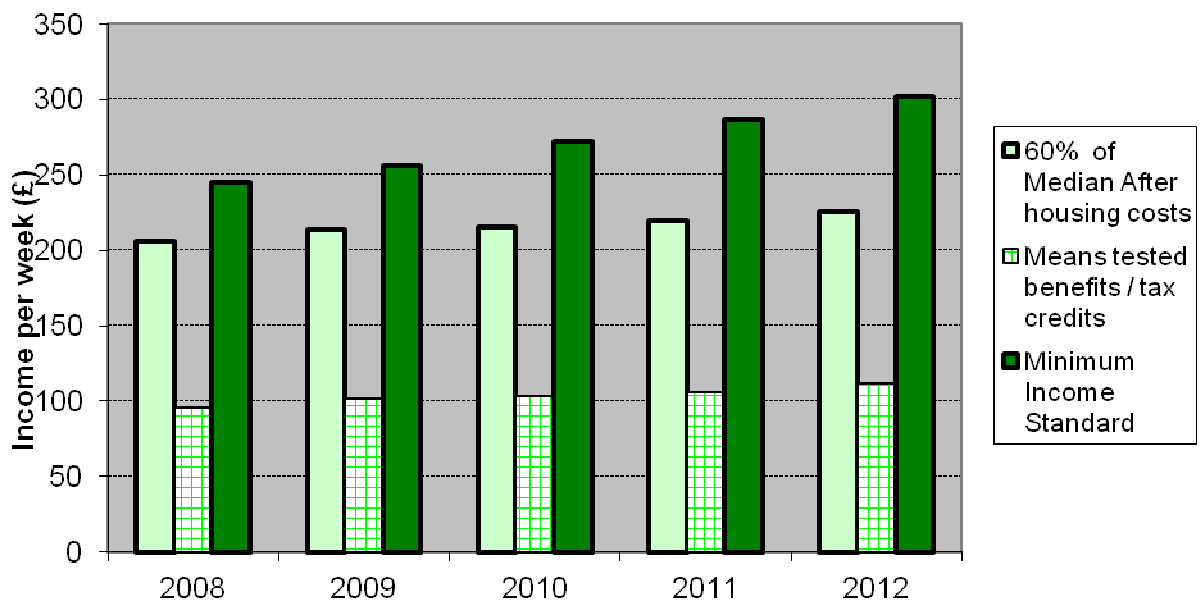
- Benefits provided a single parent with two children with almost enough to meet the poverty line, but having half as much again would still not have given them an adequate minimum income.
- Benefits for a couple with two children provided nearly £60 per week less than the poverty line, and nearly £200 per week less than a minimum adequate income.
- A childless couple received less than half of a poverty-line income from benefits. Their income would have to be almost 3 times that of benefits to be adequate.

Tables showing actual income figures are included as Appendix 1.

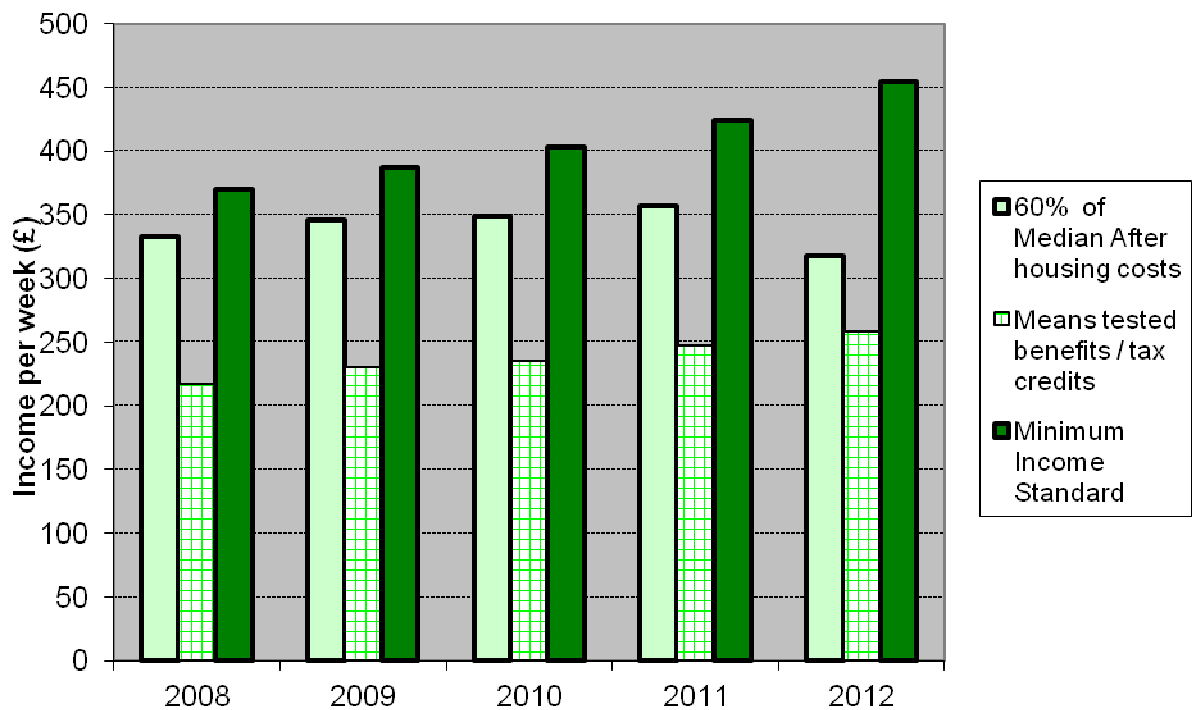


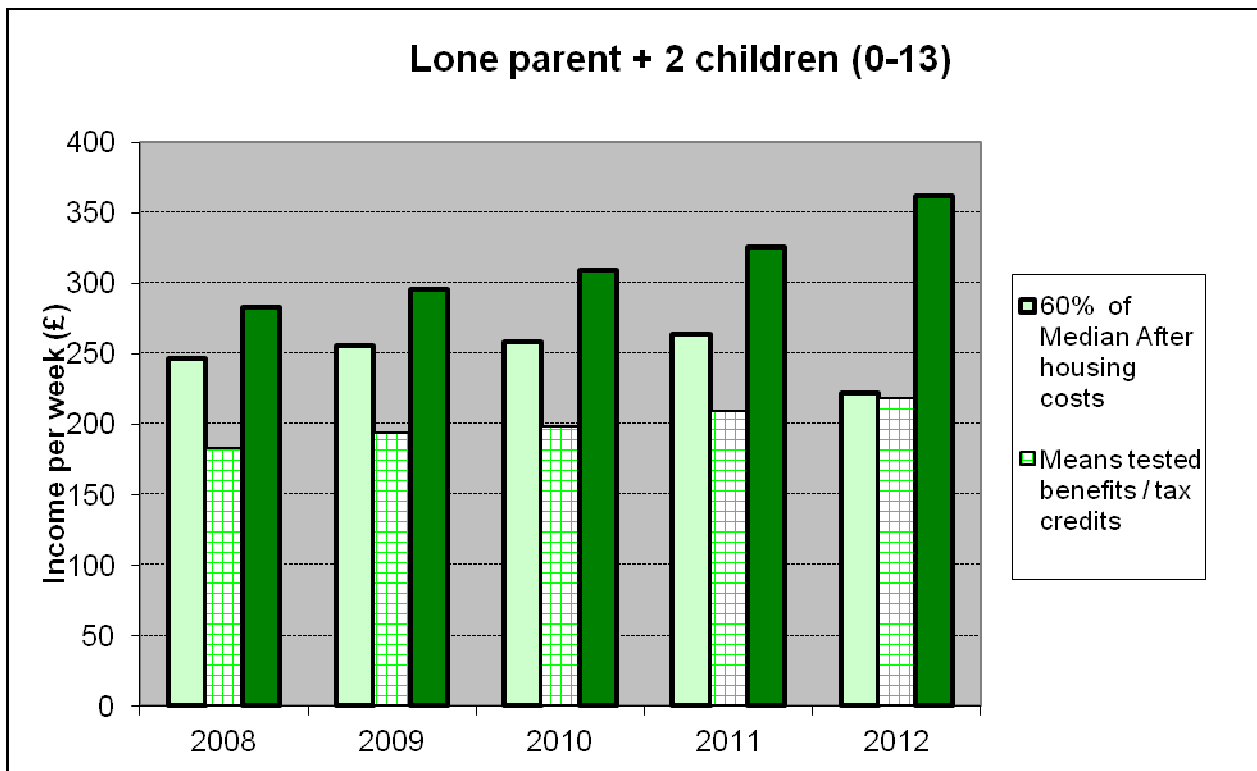


### Couple, no children



### Couple + 2 children (0-13)





## Severe Child Poverty

There is no officially recognised measure of severe child poverty. Efforts to tackle UK child poverty over the past decade have been criticised for only benefiting those *closest* to the poverty line, who needed the least help to be lifted above it, while those entrenched in deeper poverty have remained so. Save The Children’s proposed definition of severe poverty applies to children in:

*“A household with an income below 50% of the median (after housing costs), and where both adults and children lack at least one basic necessity, and either adults or children or both groups lack at least two basic necessities”.*

“Basic necessities” include:

- Shoes
- Being able to decorate the home
- Household contents insurance
- Repairing electrical goods
- Celebrating children’s birthdays
- Having children’s friends round for tea
- Swimming lessons
- School trips

**50% median income after housing costs would currently be (2012 amounts):**

- £220 pw      Single parent with two child aged 5 and 14
- £297 pw      Couple with two children aged 5 and 14

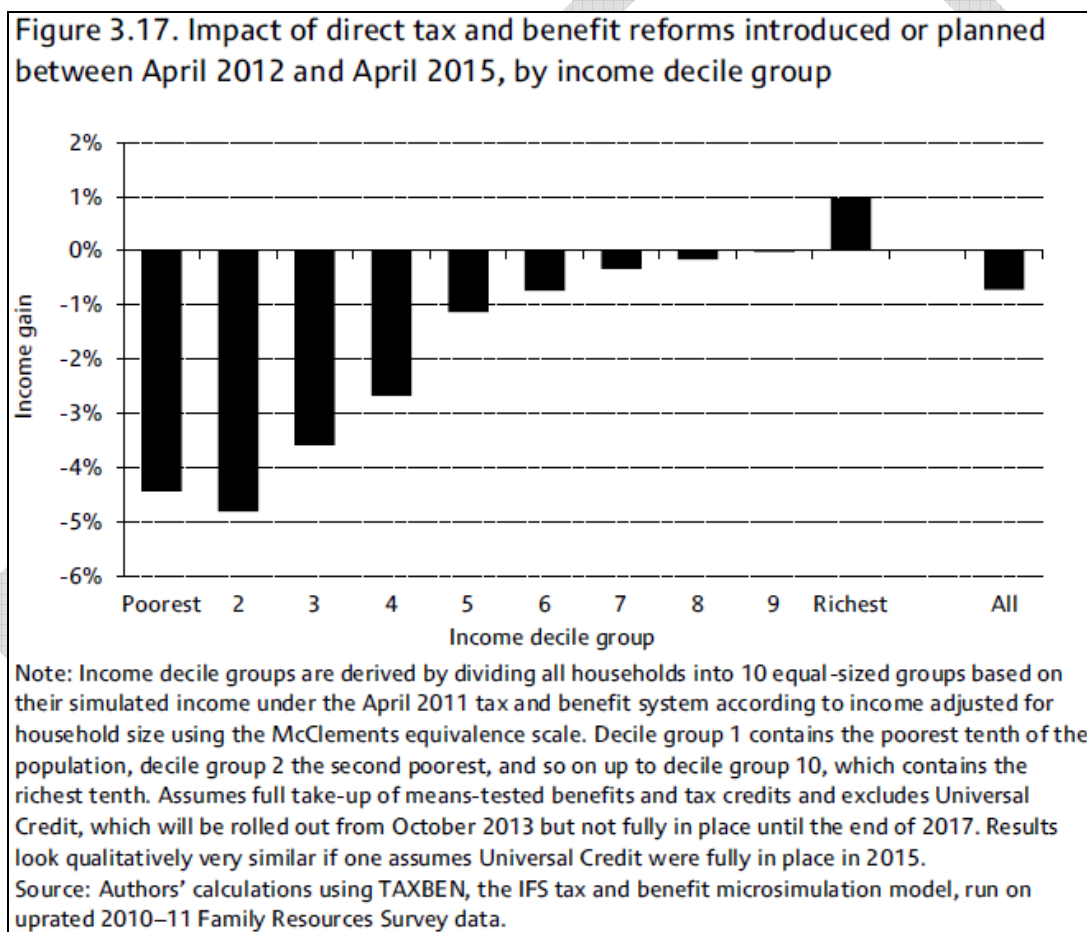
When last measured by Save the Children in 2011: 14% of children in Wales were in Severe Poverty; more than any of the other UK regions (13% in England; 9% in Scotland)

and Northern Ireland). Within Wales, Blaenau Gwent had the highest rate of severe child poverty (20%) but Swansea, Torfaen, Caerphilly, and Newport all had at least one in six children in severe poverty.

680,000 of the 1.6 million UK children in severe poverty lived in households where at least one adult worked.

### **Current UK Context: Increasing Inequality**

The Institute of Fiscal Studies, in its Report R81: Living Standards, Poverty and Inequality in the UK, 2013 (<http://www.ifs.org.uk/comms/r81.pdf>), discusses the effect of discretionary changes to tax and benefits, pointing out that, “Only a small proportion of these cuts to social security have so far been seen in the HBAI data. By 2017-18, the government plans to have cut spending on welfare by £12 billion in today’s terms. Of those £21 billion of cuts, only £2 billion were in place in 2011-12” (p.49). The following chart, figure 3.17 from that report, clearly demonstrates the, “inequality-increasing” impact of these policies.



## Income & Debt

*Low income and debt makes family life more difficult and it becomes harder to manage stressful events. (TPAP 2012 – 2016, p.4) Advice which helps people deal with debt, or get on-line, should be a basis for enabling them to manage their finances sustainably and use new skills to increase their engagement in work and society. (TPAP p.3)*

**INDICATOR: The % of people receiving income related benefits (i.e. on low income)**

	<b>Income-related benefits (% of population) 2008</b>	<b>Income-related benefits (% of population) 2011</b>	<b>Income-related benefits (% of population) 2012</b>
<b>Swansea</b>	16.1	17.8	18.2
<b>Wales</b>	17.3	18.6	18.6

(NOMIS)

This table shows an increase in the proportion of households receiving income-related benefits, that is, benefits to supplement a low income and bring it up towards the poverty line. This does not tell us whether people are better or worse off. It may be that more people are claiming the benefits they were entitled to, but didn't get, in 2008.

In 2010, CAB and other charities estimated that £16 billion in means-tested benefits and tax credits go unclaimed in the UK each year.

**INDICATOR: The % of children (0-18) in households on income related benefits**

	<b>2008</b>	<b>2011</b>
<b>Swansea</b>	21.4	25.2
<b>Wales</b>	23.3	26.8

(NOMIS)

Again, this table shows an increase but this does not tell us whether the increase is positive (more benefits being received) or negative (in that income has reduced further therefore more benefits are needed).

**INDICATOR: The % of children living in workless households**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Swansea	24.2	26.2	22.5	24.4	19.9
Wales	17.2	20.0	18.8	18.6	17.7

<https://statswales.wales.gov.uk/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Workless-Households/WorklessHouseholds-by-Area-Variable-HouseholdStatus>

Figures in Swansea have improved and come more into line with the Wales average. However, without any analysis of whether work means families are **actually any better off**.

### ***In-Work Poverty***

The focus on adult economic inactivity / worklessness as a cause of child poverty is fairly meaningless while the problem of low pay is overlooked, and is considered by commentators to be a major failing in child poverty strategies. In 2008, *nearly* half the UK's children in income-poor household lived with at least one adult in paid work. By 2010 this was *more than* half of the UK's children in income-poor households living with at least one adult in paid work. By 2012, there were more adults *and* children in income-poor households in Wales where one or more parents are in paid work, than those who are workless. (<http://www.jrf.org.uk/publications/monitoring-poverty-wales-2013>)

Data on Working Tax Credit claims could be a useful indicator of in-work poverty. Unfortunately, at this time the only publicly available data we can find from HMRC combines Working Tax Credit claims with Child Tax Credit claims, and also with equivalent child-support amounts included in benefits for unemployed parents. This creates an accurate report of the amount of support going from the public purse to parents on low incomes for various reasons, but entirely obscures the particular element of in-work poverty we would like to examine.

### ***Part-Employment***

In Swansea, nearly a quarter (24.7%) of children currently live in households with "mixed" employment, where some people aged 16-64 are working and others are not. Part-employment is a problem: the [Joseph Rowntree Foundation](http://www.jrf.org.uk/publications/monitoring-poverty-wales-2013) points out that part-timers earn less per hour (£7.60 average) than full-timers (£11.55 average), and that increases in both hours and pay rates are needed to tackle poverty. (<http://www.jrf.org.uk/publications/monitoring-poverty-wales-2013>)

**INDICATOR: The individual insolvency rate per 10,000 adult population**

	2008	2009	2010	2011	2012
	Rate per 10,000 adult population	Rate per 10,000 adult population	Rate per 10,000 adult population	Rate per 10,000 adult population	Rate per 10,000 adult population
<b>Swansea</b>	<b>25.0</b>	<b>31.8</b>	<b>32.1</b>	<b>27.6</b>	<b>24.3</b>
<b>Wales</b>	<b>23.5</b>	<b>31.4</b>	<b>32.6</b>	<b>28.7</b>	<b>26.5</b>

These figures represent the total of Bankruptcy Orders, Individual Voluntary Arrangements (IVAs) and Debt Relief Orders (DROs), expressed as a rate per 10,000 adults (aged 18 & over). Rates are available for local authorities and regions within England & Wales. The figures are published by the Insolvency Service, an agency of the government Department for Business, Innovation and Skills (BIS).

Monitoring actual levels of active debt is difficult. The term “insolvent” applies to borrowers who are unable to repay their debts, not to those who do manage to meet repayments, however much they may struggle to do so.. In some respects, insolvency rates are something of a red herring, since many people declared insolvent no longer have unmanageable debt hanging over them, therefore there isn’t a way of quantifying those still in debt.

The increase between 2008 and 2009 is due to the introduction of Debt Relief Orders (DROs), a solution for people, “who do not own their own home, have little surplus income and assets and less than £15,000 of debt” ([The Insolvency Service](#)). Since then, an increase in DROs has seen a corresponding drop in bankruptcies.

## Employment

*Growth and sustainable jobs are at the heart of the Programme for Government and jobs and the economy are the Welsh Government's overriding priorities. TPAP p.13*

**INDICATOR: The % of working age adults with no qualifications**

	2008	2009	2010	2011	2012
Swansea	15.0	16.0	14.5	12.4	10.7
Wales	15.3	14.8	13.3	12.3	11.4
UK	13.7	12.6	11.6	10.9	9.9

(APS Annual Data)

Qualifications are visible evidence of the cycle of poverty, with children from low-income families, where parents are less likely to have qualifications, being in turn less likely to get any themselves, and thus more likely to remain in unskilled employment. Employers have been found to be more likely to invest in increasing the qualifications of employees who already have some to begin with, thus they can be an important springboard to better financial well being. The trend demonstrated in the above table is generally positive and suggests there would be merit in closer examining the factors that are making a difference.

**INDICATOR: Youth Unemployment: The rate of people aged 18-24 claiming JSA**

**18-24 year old JSA Claimant Count as a % of all 18-24 year olds**

	2008	2009	2010	2011	2012
Swansea	4.7	7.7	5.8	7.1	5.9
Wales	6.2	9.6	8.1	9.2	8.5
UK	5.2	8.4	7.2	8.2	7.5

(NOMIS)

The Claimant Count does not give annual totals but a monthly snapshot. These figures are calculated in-house using Claimant Counts from **September** of each year, which is hopefully less influenced by seasonal work than other months, as a proportion of the 18-24 year old population, based on ONS mid-year population estimates.

As ever, the usual caveat about under-claiming applies. Young people newly of working age may be particularly daunted by the claiming system, optimistic about finding a suitable employment or training position soon, and still supported by parents able to do so. Such NEETs would be unknown as such, and absent from the Claimant Count.

The Joseph Rowntree Foundation's October 2012 Report, [The challenges for disadvantaged young people seeking work](#) lists the compound problems of low pay, high competition, reliance on public transport and digital exclusion as particular barriers.

**INDICATOR: The % of 16 & 17 and 18-24 year olds who are Not in Education, Employment or Training (NEET)**

Data on these two age ranges is from two different sources, therefore this section has been split to cover the full range of the indicator.

**The % of 16 and 17 year olds NEET**

	2008	2009	2010	2011	2012
<b>Swansea</b>	5.8	6.4	4.2	3.1	3.2
<b>Wales</b>	7.1	7.1	5.4	4.4	4.2

This data is from Careers Wales, who also record the number of “unknowns”: young people whose destinations are not certain and are therefore considered likely to be NEET. Unknowns in Swansea have decreased from 1.1% in 2008 to 0% in 2010, 11 and 12. Unknowns in Wales have decreased from 1.6% in 2008 to 0.7% in 2012.

As explained above, the employment rate itself is unhelpful as an indicator of economic well being, due to the problem of low pay. There is no way of knowing whether a drop in NEETs is a good thing, financially speaking. Students on a pre-planned Gap Year, with a deferred University place awaiting their return, do not appear in NEET figures. Young people taking some time to weigh up their options, supported by parents with a comfortable income, still would count as NEET, despite obviously faring financially better than those heading straight into zero-hour contracts on minimum wage.

**18 – 24 year olds claiming out-of-work benefits, as a % of all 18-24 year olds**

	2008	2009	2010	2011	2012
<b>Swansea</b>	11.9	14.8	12.9	13.3	12.0
<b>Wales</b>	14.0	17.7	15.9	16.8	15.8
<b>GB</b>	11.6	15.0	13.6	14.3	13.5

These percentages are calculated in-house using NOMIS data on numbers of relevant benefit claimants as a proportion of 18-24 year old population, based on ONS mid-year population estimates. The total, “claiming out-of-work benefits” includes “all those benefit recipients who cannot be in full-time employment as part of their condition of entitlement” (NOMIS); the usual caution due to under-claiming is required – anyone entitled but not claiming will not be captured here.

Comparing these rates with those above for Youth Unemployment demonstrates that roughly half the NEET figure for this age range consists of people claiming JSA who are unemployed and actively seeking work. The other half are unemployed for other reasons, such as ill health, disability or caring responsibilities.



**INDICATOR: Economic inactivity rate (working age)**

**Rate of economically inactive people as a % of the working age population, excluding students**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Swansea</b>	25	24.8	25.6	25	23.6	22.6
<b>Wales</b>	23.5	24.2	23.8	23.2	22.2	21

(Annual Population Survey / Local Labour Force Survey)

Figures cited are as at **31 December** each year. It is interesting to compare this with the following table, and notice how many people are economically active through reasons other than unemployment per se (caring responsibilities, ill health, disability).

As above with youth unemployment, it is interesting to compare the total economic inactivity rate with the JSA claimant count (albeit taken at the end of **September** in each year) demonstrating that those available for and actively seeking work make up a surprisingly small proportion of those economically inactive.

**JSA Claimant Count as a % of the working age population**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Swansea</b>	2.3	3.9	3.3	3.6	3.6	3.1
<b>Wales</b>	2.4	4.1	3.6	4.0	4.1	3.5

(NOMIS)

## Health

**Fairer Outcomes for All** is the Welsh Government's strategic action plan for reducing inequities in health. In response to this, all Local Health Boards are required to identify, and take action to address, inequities within their areas. By 2020, we aim to improve healthy life expectancy for everyone and to close the gaps in health inequities between social groups from the most to the least deprived. TPAP p.7

### INDICATOR: The % of the population with a long-term limiting illness

	2001	2011
<b>Swansea</b>	24.1	23.4
<b>Wales</b>	22.7	22.7

(Census)

The Wales figure is reportedly the same at each 10 year interval, while in Swansea the figure has dropped slightly, yet remains above the national average.

Also, in terms of the impact on services and resources, population increases mean that while *proportions* have remained static or decreased, *numbers* of people experiencing long-term, limiting illness have risen both nationally (from 650,068 to 695,855) and locally (from 53,044 to 55,718).

The 2011 Census asks about "long-term health problem or disability" and divides into those with:

Day-to-day activities limited a lot: Swansea – 12.6%; Wales – 11.9%

Day-to-day activities limited a little: Swansea – 10.8%; Wales – 10.8%

Thus, the greater proportion of long-term limiting illness in Swansea, as compared with Wales as a whole, is illness which has a significant, not small, impact on daily life.

### INDICATOR: Under 16 conception rate

#### Numbers and rates\* of conceptions at aged under 16 and under 18

	Under 16 number	Under 16 rate	Under 18 number	Under 18 rate
2008	23	5.9	158	38.8
2009	29	7.5	161	39.3
2010	28	7.2	147	36.9
2011	12	3.1	115	29.2
2012	14	3.6	104	26.7

(ONS)

\*Rates are per 1,000 female residents aged 13-15 (Under 16) or 13-18 (Under 18).

Conception figures are estimated by combining birth registrations and notifications of legal abortions. They do not include miscarriages or illegal abortions.

**INDICATOR: The % of children living in Flying Start areas reaching health, social and cognitive development milestones when entering formal education (Schedule of Growing Skills)**

In a country needing to improve educational achievement as well as health, “readiness for school” is a concern. The Wales Tackling Poverty Action Plan aims, by 2016, to increase the proportion of 3 year olds receiving Flying Start services that have achieved or exceeded their developmental milestones by 5 percentage points.

Welsh government statistics (<http://wales.gov.uk/docs/statistics/2013/130910-flying-start-summary-statistics-2012-13-revised-en.pdf>) show results for all local authority areas.

For age 2, Swansea’s results in the first column rank badly in comparison with other Welsh Local Authorities, coming third from the bottom, ahead of Neath Port Talbot (73%), Ceredigion and Rhondda Cynon Taff (each 74%), while at the top, Powys and Caerphilly achieve 90%.

For age 3, Swansea ranks rather better in comparison with other Welsh Local Authorities, coming behind 9 other authorities with 88 – 98% in their first column.

The tables show the percentage of children in Flying Start areas reaching, exceeding or within one age band of developmental milestones at ages 2 and 3 2012-13.

<b>AGE 2</b>	<b>Reaching, exceeding or within one age band below developmental norm</b>	<b>Reaching or exceeding milestones</b>	<b>Within one age band below developmental norm</b>
<b>Swansea</b>	<b>77</b>	<b>52</b>	<b>25</b>
<b>Wales</b>	<b>82</b>	<b>55</b>	<b>27</b>

<b>AGE 3</b>	<b>Reaching, exceeding or within one age band below developmental norm</b>	<b>Reaching or exceeding milestones</b>	<b>Within one age band below developmental norm</b>
<b>Swansea</b>	<b>86</b>	<b>64</b>	<b>22</b>
<b>Wales</b>	<b>83</b>	<b>55</b>	<b>28</b>

There is limited comparable historical data. Swansea figures for part of the previous year, May/June 2011 to March 2012, for **Reaching or exceeding milestones are:**

Age 2: 47.78%  
Age 3: 53.57%

If these part-year figures are considered comparable to the 2012-13 full-year figures, then some improvement (to 52% and 64% respectively, as in the above tables) is suggested.

Data is not captured in any electronic form, or centrally collated, for non-Flying Start areas. Therefore it is not possible to consider any gaps in achievement between poorer and better off areas, and whether these are closing.

**INDICATOR: Readiness for school**

An interim measure has been developed locally using data taken from the Child Development and Assessment Profile (CDAP) which has been used by many Swansea schools as an on-entry assessment tool. CDAP was a Welsh Government initiative, but this has been abandoned now, with schools able to decide on how to make on-entry assessments until a new national system (EYDAF) is introduced in September 2015.

CDAP assessments have been collected from schools where the system has been used. This data has been analysed alongside the Welsh Index of Multiple Deprivation 2011 in order to ascertain differences between geographical areas. The table below shows CDAP data for a sample of 1270 children assessed in the 2011/12 academic year. Figures shown are the average “steps” achieved (on a scale from 1 to 7).

Decile	Sample	PSE	S&L	R&W	SO&N	LT&R	Phys	Average
1	251	2.1	1.8	1.4	1.9	1.8	2.5	1.9
2	179	1.9	1.9	1.5	2.0	1.9	2.5	2.0
3	72	2.5	2.1	1.7	2.2	2.2	2.8	2.3
4	57	2.5	2.1	1.7	2.4	2.2	2.6	2.2
5	151	2.5	2.5	1.8	2.6	2.5	3.1	2.5
6	58	2.0	2.0	1.4	2.1	1.9	2.6	2.0
7	66	2.8	2.5	1.9	2.7	2.5	3.2	2.6
8	49	2.6	2.6	1.8	2.7	2.5	3.0	2.5
9	171	2.9	3.5	2.3	3.1	2.9	3.5	3.0
10	216	3.0	3.3	2.3	3.3	3.0	3.6	3.1
<b>All</b>	<b>1270</b>	<b>2.5</b>	<b>2.5</b>	<b>1.8</b>	<b>2.5</b>	<b>2.4</b>	<b>3.0</b>	<b>2.4</b>

*Note - Decile 1 is the most deprived 10% of all areas, decile 10 is the least deprived 10% of all areas*

Pupils are given an overall step for each area - the higher the step, the more they can achieve (max 7 steps).

<b>PSE</b>	Personal, social and emotional
<b>S&amp;L</b>	Speaking and listening
<b>R&amp;W</b>	Reading and writing
<b>SO&amp;N</b>	Sort, order and number
<b>LT&amp;R</b>	Approach to learning, thinking and reasoning
<b>Phys</b>	Physical development

The deciles shown relate to 10% bands based on the Lower Level Super Output areas (LSOA), such that decile 1 contains the 10% most deprived of all areas and decile 10 contains the 10% least deprived of all areas. Flying Start areas are mainly taken from LSOAs in deciles 1 and 2. It can be seen that there is a quite reasonable correlation between the level of deprivation and the average steps achieved by children – in decile 1 the average is 1.9 whilst the average is 3.1 in decile 10. This pattern is evident in each of the 6 areas of development.

No comparative data is available to compare Swansea to other areas. There is no trend data available as yet for this measure, as the next analysis will take place in Autumn 2014 using data for the previous academic year.

There are strong links between levels of deprivation and educational attainment, with the Welsh Government focussing on reducing the impact of poverty. On many educational indicators, there are gaps of 20% or more between attainment levels of children in receipt of free school meals and those not claiming free meals (FSM is used as a proxy indicator for deprivation). Children from more deprived areas also (on average) attend school less frequently, are more likely to have additional learning needs and are more likely to be

given fixed term exclusions. The national and local aim is to close the gap between FSM and non-FSM pupils. Flying Start is targeted at children from more deprived backgrounds and will thus help improve readiness for school. However, this will take time to work through the system before benefits are seen at later key stages.

**INDICATOR: Dental caries at age 5 and 12**

Child dental decay is closely correlated to social deprivation and although inequalities have reduced since 2007-08 across the ABM University Health Board, the mean number of dfmt (decayed, filled or missing teeth) in 2011/12 is 2.5 times higher in the 20% most deprived areas than the 20% least deprived areas.

Analysis by deprivation quintile from the 2011-12 dental survey is not available at a Swansea level, but data from the 2007-08 survey shows a clear social gradient. (2013 Oral Health Profile, Abertawe Bro Morgannwg University Health Board).

The 2011-12 child dental health survey showed some improvement in the dental health of 5 year old children in Swansea from 2007-08, with average dfmt for school year 1 decreasing from 2.2 in 2007-08 to 1.6 in 2011-12.

(<http://www.cardiff.ac.uk/dentl/research/themes/appliedclinicalresearch/epidemiology/oralhealth/>)

**INDICATOR: The % of live singleton births weighing less than 2.5kg**

There is a strong association between low birth weight and deprivation. Low birth weight is an indicator of infant morbidity and mortality and can lead to chronic diseases in adulthood.

	2008	2009	2010	2011	2012
<b>Swansea</b>	4.9	6.1	5.8	5.5	6.3
<b>Wales</b>	5.4	5.7	5.5	5.4	5.4

(NCCHD (NWIS))

**INDICATOR: Premature mortality from all causes**

**Death rates (Age-standardised) below age 75 years per 100,000 of population**

	2008	2009	2010	2011
<b>Swansea - Females</b>	247.62	231.97	221.11	241.82
<b>Wales - Females</b>	253.89	239.89	236.33	231.21
<b>Swansea - Males</b>	372.71	459.2	379.93	404.67
<b>Wales - Males</b>	390.4	382.95	367.96	363.23

(ONS)

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

Data at a smaller level would help to clarify the inequalities within Swansea.

**INDICATOR: Life expectancy at birth**

Life expectancy at birth, with Swansea's ranking out of 346 UK local authorities

	<b>2008-10</b>	<b>Rank</b>		<b>2009-11</b>	<b>Rank</b>		<b>2010-12</b>	<b>Rank</b>
<b>Swansea Females</b>	82.1	232		82.4	241		82.2	262
<b>Swansea Males</b>	77.2	283		77.1	312		77.6	300

(ONS)

Swansea's ranking is consistently fairly low in the table comparing UK local authority areas. Again, data at a smaller level would help to show inequalities within Swansea.

DRAFT

## Education

*Education has a fundamental role in helping to lift people out of poverty and in protecting those at risk of poverty and disadvantage. There is a strong link between poor educational attainment, low skills and poor health and wellbeing. (TPAP p4)*

### **INDICATOR: Key Stage 2/3/4 results**

Tables of results, showing trends and providing commentary, have been supplied by City & County of Swansea Education Department and are included as Appendix 2.

### **INDICATOR: Primary and secondary school absence rate**

*“In conclusion... a great deal of effort is being put into finding solutions to a problem which affects relatively small numbers of pupils a great deal”*

*Absence from school: a study of its causes and effects in 7 LEAs, 2003*

There are some accepted correlations between absenteeism and poor outcomes, summarised in an April 2012 government press release:

- Of pupils who miss between 10% and 20% of school, 35% achieve 5 or more GCSEs at grades A\* to C including English and maths. Of pupils who miss only 5% of school, 73% achieve this.
- Children with low attendance in the early years are more likely to come from the poorest backgrounds – who are likely to start school already behind their peers, particularly in their acquisition of language and their social development.
- Persistent absenteeism becomes more problematic as children move up through the school system. Mid-teens are difficult to force to go to school, and at this point educational outcomes can suffer badly.
- In view of the above, positive action is needed from the outset, before it is “too late” to solve an attendance problem.

(<https://www.gov.uk/government/news/primary-school-absence-government-adviser-calls-for-crackdown>)

However, research Report RR424 for the Department for Education and Skills in 2003 (<http://dera.ioe.ac.uk/8655/1/RR424.pdf>) concludes with the boxed quote above, noting throughout that concern is about *truants* rather than pupils absent for other reasons, closing with: “the case for early intervention is very strong”.

As the second bullet point above notes, school absenteeism can be part of the patchwork of complications and challenges facing a child growing up in a low income household. It remains debatable whether policy focus should be on school attendance per se across the board, or on working supportively with particular families to overcome problems which may include school attendance – or more specifically, which may underpin or lead to truancy.

### Primary Schools: % of half day sessions missed

	2008/09	2009/10	2010/11	2011/12	2012/13
<b>Swansea</b>	7.6	7.7	7.1	6.7	7.0
<b>Wales</b>	6.8	6.9	6.7	6.2	6.3
<i>Swansea rank / 22</i>	19	18	16	17	20

(City & County of Swansea Education Department)

### Secondary Schools: % of half day sessions missed

	2008/09	2009/10	2010/11	2011/12	2012/13
<b>Swansea</b>	9.3	9.4	9.0	8.0	7.7
<b>Wales</b>	9.0	8.9	8.6	7.8	7.4
<i>Swansea rank / 22</i>	16	16	16	15	15

(City & County of Swansea Education Department)

### INDICATOR: The % of learners eligible for free school meals who achieve level 2 threshold including English/Welsh and Maths at KS4

This indicator hopes to focus on learners eligible, due to low income, for free school meals. In reality it is not those *eligible* for free school meals whose results are captured here, but only those *claiming* them. Swansea's Education Department reports that there appears to be a significant under-claiming problem (in which stigma, preference and health concerns may all play a part), with nearly 40% of pupils coming from areas in the most deprived 30% of Wales (according to the Welsh Index of Multiple Deprivation) but only 20% claiming. A new claim system begins this September, aiming to increase claims.

If a family's income is just above the threshold for Free School Meal eligibility, the cost of meals needs to be met out of that income, leaving the family with less in remainder than an equivalent family who does qualify for free school meals.

Nevertheless, these statistics are helpful in demonstrating the correlation between free school meals and educational attainment, particularly when compared with the attainment of those who are not receiving them.

### % of pupils achieving level 2 threshold (including English or Welsh, and Maths) at Key Stage 4: All pupils; FSM claimants; Non-FSM claimants.

	2008	2009	2010	2011	2012	2013
<b>% of all pupils who achieved</b>	52.00%	50.30%	53.30%	53.80%	55.30%	55.90%
<b>% of those on FSM who achieved</b>	23.60%	22.70%	22.20%	23.70%	29.30%	27.70%
<b>% of those NOT on FSM who achieved</b>	57.10%	55.30%	58.20%	60.70%	61.30%	62.60%

(City & County of Swansea Education Department)

As ever with low income, the problem is not merely low income. Swansea's Education Department report that more than twice as many FSM pupils than Non-FSM pupils in Swansea have Special Educational Needs.



## Family Support

*If we are to make a difference in the longer term outcomes for children and families in poverty, we must offer support earlier and sustain that support until families become resilient and self-sufficient...Families in poverty require different levels of support. Families with complex problems, for example substance misuse, need more intensive and acute services. (TPAP p.4)*

**INDICATOR: The % of homeless households which include dependent children**

	2008/9	2009/10	2010/11	2011/12
<b>Swansea: Dependent children as a % of (eligible) homeless households</b>	21.2%	19.6%	25.1%	18.4%

These figures were calculated from Housing Options data, showing the percentage of total households deemed to be eligible and homeless, which include dependent children.

Current efforts in homelessness prevention are concentrated on trying to mitigate the impacts of the Bedroom Tax and the Benefit Cap, amidst the challenge of a lack of smaller housing for under-occupying households to move into.

**INDICATOR: The rate of looked after children per 10,000 of population under 18**

Looked After Children are exemplar of the poverty cycle. The Joseph Rowntree Foundation estimated in a 2008 report (<http://www.jrf.org.uk/sites/files/jrf/2303-poverty-services-costs.pdf>) that over 2/3 of spending on children's "Personal Social Services", including looked after children, was attributable to poverty.

	2007/8	2008/9	2009/10	2010/11	2011/12	2112/13
<b>Swansea</b>	85.35	93.88	119.48	123.71	118.85	118.96
<b>Wales</b>	72.43	73.45	80.64	84.55	90.66	91.46

(City & County of Swansea Social Services)

These figures are a snapshot from each financial year end: 31 March. Swansea's rate remains well above the Wales rate.

**INDICATOR: Number of domestic abuse referrals involving children**

Domestic abuse can cause numerous problems for children which could impact on their well-being and future success, from disharmony in the home undermining self esteem and confidence, to major disruption to schooling, relocation involving the loss of friendship groups, other support networks, etc.

These figures are from a relatively new service allowing referrals to be made to a support worker (via form PPD1) if any incident of domestic abuse is reported to police, and children are involved. Referrals are totalled monthly.

Year	Month	No. of PPD1
2012	11	306
2012	12	254
2013	1	409
2013	2	233
2013	3	263
2013	4	330
2013	5	297
2013	6	279
2013	7	366
2013	8	347
2013	9	307
2013	10	291
2013	11	309
2013	12	309
2014	1	337
2014	2	301
2014	3	235

(City & County of Swansea Early Intervention & Prevention Service)

Increasing referrals are not necessarily indicative of an increasing problem. They may be indicative of increasing confidence and trust in the system. The numbers above are for total, not unique, referrals. A referral is made following each reported *incident*. It is possible that the same children appear numerous times in these figures.

## APPENDIX 1

Tables comparing Poverty Line (60% of median income after housing costs), Benefit levels and Minimum Income Standards.

### Couple, no children

	<b>60% of Median After housing costs</b>	<b>Means tested benefits / tax credits</b>	<b>Minimum Income Standard</b>
<b>2008</b>	206	95	245
<b>2009</b>	214	101	256
<b>2010</b>	215	103	273
<b>2011</b>	220	106	287
<b>2012</b>	226	111	302

### Single person

	<b>60% of Median After housing costs</b>	<b>Means tested benefits / tax credits</b>	<b>Minimum Income Standard</b>
<b>2008</b>	119	61	158
<b>2009</b>	124	64	166
<b>2010</b>	125	65	175
<b>2011</b>	128	68	185
<b>2012</b>	132	71	193

### Couple & two children under 14

	<b>60% of Median After housing costs</b>	<b>Means tested benefits / tax credits</b>	<b>Minimum Income Standard</b>
<b>2008</b>	333	217	370
<b>2009</b>	346	230	387
<b>2010</b>	349	235	403
<b>2011</b>	357	248	425
<b>2012</b>	318	259	455

### Lone parent & two children under 14

	<b>60% of Median After housing costs</b>	<b>Means tested benefits / tax credits</b>	<b>Minimum Income Standard</b>
<b>2008</b>	247	182	283
<b>2009</b>	256	194	295
<b>2010</b>	258	198	309
<b>2011</b>	264	210	326
<b>2012</b>	222	218	362

## APPENDIX 2

Key Education Data by LSOA – please see tables on the following pages.

## Swansea Local Service Board Performance Management Framework

Our vision: Swansea citizens will be aspirational and have the confidence and resources to make their aspirations a reality. The Local Service Board is the Swansea-wide multi-agency partnership that will deliver the wider strategy on poverty, and its actions and performance framework is outlined in the Single Integrated Plan (SIP). The Outcomes Framework included below is based on the same set of population challenges as outlined in the SIP. In addition, we have a new outcome related to community resilience and wellbeing that will be populated.

### Outcomes Framework

We will work to ensure that our communities have:

Active people – young and old

Active citizens

Active parents

Pride in the Community

Our long term aim is to be the best in class, not just in Wales or in the UK, but the very best practice and outcomes that can be seen. We will make use of evidence and good practice, and will chart a trajectory to show progress over time. As previously recognised, change on this scale may be generational and we will ensure that our performance framework reflects this long term vision. Swansea's key indicators and actions are outlined below. Due to this being a developing strategy in partnership with other public and third sector organisations some of these indicators are still in development and others will be affected by changes in reporting to Welsh Government. Where there is information missing the consultation will seek to populate these in conjunction with partners.

## Children have a good start in life

Key Outcomes	How we'll measure success	Current performance	By 2017	By 2021	Key actions
Children are ready for school and ready to learn	% of children starting school assessed on the Child Development Assessment Profile at Step 1 or higher in each area of development	81.7% achieved Step 1 or higher (Children starting school in 2012/13)	This indicator will be replaced by equivalent data taken from the national Early Years Development and Assessment Framework	To significantly improve children's readiness for school	Readiness for school strategy and action plan Delivery of the Council's Child Rights Scheme Expansion of the Flying Start scheme Develop a Parent's Network as a mutual support mechanism
Children are healthy at birth	% singleton live births with a low birth weight	6.3% (2012)	5.5%	To reduce the number of singleton babies born under 5.5 lbs (2500g) in the most deprived fifth of the population by 19% by 2020	Readiness for school strategy and action plan
Incidence of domestic abuse are reduced and victims are well supported	Repeat victimisations Notification rate	Notification rate 14.4 per 1000 population (2012/13) Repeat Cases (MARAC) 31%	15.0 per 1000 population (note this is higher due to the increase in reporting and projected figure of 19.0 for 2014/15)	To more rapidly reduce the level of domestic abuse and its impact upon children	Delivery of the Swansea Domestic Abuse Action Plan

There are fewer teenage pregnancies	Teenage conception rate	Tbc 2013 March figure was 22 quarterly conceptions to women under 18 years of age.	Tbc This would be expected to drop to approx. 20 quarterly conceptions to women under 18 years of age	Tbc This would be expected to drop to approx. 18 quarterly conceptions to women under 18 years of age	Delivery the partnership strategy for reducing teenage pregnancy
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### People learn successfully

Key Outcomes	How we'll measure success	Current performance	By 2017	By 2021	Key Actions
All children achieve well at school	The achievement gap between those receiving and those not receiving free school meals	Level 2 Inclusive (age 16) 31.9% (2011/12) 34.9% (2012-13)	Tbc [The Level 2 Inclusive is being discontinued: a new measure will be in place by 2017]	To narrow the attainment gap between those receiving and not receiving free school meals	Provide opportunities for schools to share practice in use of Pupil Deprivation Grant Develop enterprise education opportunities
Swansea schools deliver excellent education	All school inspections in Target Areas are good or better	2013-14 Academic Year : Target Area schools inspected = 0	tbc		Implement the ERW School Improvement model
Adults are well qualified and skilled	Proportion of working age population with no qualifications	10.7% (2012) of Swansea's population have no qualifications	10% of Swansea's population have no qualifications	To outperform the UK in reducing the proportion of working age population with no	Deliver actions for Swansea Learning City 2014

				qualifications This would need to reach less than 9% of Swansea's population have no qualifications	
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### Young people and adults have good jobs

Key Outcomes	How we'll measure success	Current performance	By 2017	By 2021	Key Actions
Young people are in work	% of people aged 18-24 claiming Jobseekers Allowance	5% (2013)	4.5%	Outperform the UK in decreasing the % of 18-24 year olds claiming Jobseekers Allowance This is presently at 5.9%	Develop a Swansea Skills Campus Deliver NEETs Action Plan Expand opportunities for apprenticeships within the Council Review all support for young people to reduce duplication and introduce key worker model Provide additional work experience opportunities and increase their profile amongst young people
People are economically active	Economic inactivity rates	28.4% of the working age population are economically inactive (2012/13)	26%	Overall reduction in economic inactivity rate in Swansea 23-24% UK rate 2013/14	Develop Inform Swansea as an e-portal opportunity for employers



People are in jobs that pay well	Full-time weekly average earnings compared to UK average	£470.50 (2013)	Increase of 3.5% in full time weekly earnings	Match the UK's average earnings growth rate Increase in average weekly earnings by 7% at least.	Support other LSB organisations to develop as Living Wage employers
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### People have a decent standard of living

Key Outcomes	How we'll measure success	Current performance	By 2017	By 2021	Key Actions
Swansea has a healthy local economy	GVA per head	£15,933 (2011)	2% increase in GVA per head	Match the UK's GVA per capital growth rate This is 3.5% in 2013/14	Deliver Swansea's Economic Regeneration Strategy Deliver Swansea Bay City Region strategy Delivery of Realising the Potential programme to regenerate the city centre
Fewer children live in poverty	Percentage of children living in low-income households, compared with the UK average	10,880 children, 22.8% (2011)	21%	To reduce the percentage of children in Swansea living in low-income households 20%	Deliver Financial Inclusion Action Plan Universal Credit Steering Group and action plan developed Awareness raising plan on payday loans Promote good practice in school to school work on challenging stereotypes of poverty

A smaller gap between wealthy and disadvantaged families	Gap in disposable income between wealthiest and most disadvantaged wards Measured in Gross Disposable Household Income (GDHI) per head in Swansea	£13,882 GDHI per head 2013/14 in Swansea  Increase income levels per head in the lowest LSOAs – Target Areas	£13k GDHI average per head in the lowest LSOAs	Reduce the gap in disposable income between the wealthiest and most disadvantaged wards in Swansea	Develop specific proposals to ensure black and minority ethnic communities are able to access services
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### People are healthy, safe and independent

Key Outcomes	How we'll measure success	Current performance	By 2017	By 2021	Key Actions
People from disadvantaged areas live longer	Gap in life expectancy Gap in preventable early deaths	Tbc	tbc	Close the health gaps between those living in the most deprived communities and more affluent ones by 2.5%	Acquire Healthy City Phase 6 status Deliver the Swansea Healthy City plan
Older people are able to live more independently	Needs an indicator to be agreed	tbc	tbc	The proportion of older people supported by Social Services in their own homes is at	Revise the indicator to reflect independence Develop an LSB Older People strategy Reform Social Services Older

				least 85%	People Services following wide consultation and review
Fewer people are misusing drugs	Needs an indicator to be agreed	tbc	tbc	tbc	Greater promotion of drugs projects and advice
Fewer young people are involved in crime	Needs an indicator to be agreed	tbc	tbc	tbc	Maintain and develop the partnership working with the Police and criminal justice agencies
The top performing Community Safety Partnership in the UK		tbc	tbc	To be in the top 5 performing Community Safety Partnerships within our 'Most Similar Group' for recorded crime	Maintain and develop the partnership working with the Police and other partners through Safer Swansea Partnership
Fewer people affected by anti-social behaviour		tbc	tbc	tbc	Working in partnership through the Safer Swansea Partnership
More people from disadvantaged areas are involved in physical activity	% of Adults achieving the recommended levels of physical activity per week	2011/12 26% of adults are achieving the recommended levels of physical activity	28% is the Wales average	29% in line with the UK average	Review Active and Healthy Swansea strategy – Information not yet available. However the Operation Groups established to deliver this strategy are in the process of identifying programmes and measures of success.

Fewer people from disadvantaged areas are obese	Adult population reported to be overweight or obese	57% of Swansea/s adult population are reported to be overweight or obese (2012/13)	tbc	tbc	Review Active and Healthy Swansea strategy - Information not yet available. However the Operation Groups established to deliver this strategy are in the process of identifying programmes and measures of success.
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### People have good places to live and work

Key Outcomes	How we'll measure success	Current performance	By 2017	By 2021	Key Actions
People have access to good public transport	Percentage of households with access to hourly or better weekday daytime bus services or alternative provision	84.4%	Maintain percentage of households with access to hourly or better weekday daytime bus services or alternative transport provision	Maintain percentage of households with access to hourly or better weekday daytime bus services or alternative transport provision	Review the indicator for suitability on the poverty agenda Develop an overall Council Transport Strategy, with a focus on access issues for people experiencing poverty

## People live in resilient communities

Key Outcomes	How we'll measure success	Current performance	By 2017	By 2021	Key Actions
People across Swansea believe they live in a good place	Rating of a 'very good' place to live in survey	69% in South West Swansea 24% in Central and East Swansea (Swansea Voices, 2012)	It would be good if Swansea Central and East were up to 40%	It would be good if Swansea Central and East were up to 60%	Review research methodology for suitability
People believe that they can take part in decisions	Number of those rating 'agree' in survey question: by cooperating with other people in your neighbourhood you can influence designs affecting it	65% agree in South West Swansea 46% agree in Central and East Swansea (Swansea Voices, 2012)	Swansea should aspire to 50% of people agreeing in Central and East Swansea	Swansea should aspire to 60% of people agreeing in Central and East Swansea	Review research methodology for suitability
People live in places where there is a strong sense of community	Number of those giving a positive response in survey question: strongly agree their neighbourhood has a strong sense of community and they feel a part of the community	tbc	tbc	tbc	Review research methodology for suitability

People from different cultures get on well together	Number of those giving a positive response in survey question: it is a place where cultures can live well together	tbc	tbc	tbc	Review research methodology for suitability
Additional measures	Tbc	tbc	tbc	tbc	Review and analysis of the Five Ways to Wellbeing and other options for collation of individual wellbeing data

## Report of the Leader

Council - 12 August 2014

### THE FIRST TWO YEARS

<b>Purpose:</b>	The purpose of this report is to demonstrate the achievements of the current Administration in delivering the Council's Policy Commitments during its first two years.
<b>Policy Framework:</b>	The Council's Policy and Budget framework
<b>Reason for Decision:</b>	To inform Council about a range of initiatives and proposals that have been progressed
<b>Consultation:</b>	Not Applicable.
<b>Recommendation(s):</b>	It is recommended that: 1) the achievements in this report are noted
<b>Report Author:</b>	The Leader of the City and County of Swansea
<b>Finance Officer:</b>	Not Applicable
<b>Legal Officer:</b>	Not Applicable
<b>Access to Services Officer:</b>	Not Applicable

#### 1.0 Introduction

- 1.1. At a previous Council meeting on the 23<sup>rd</sup> August 2012, I presented a report on *The First 100 Days and Beyond* which identified some of our early achievements in relation to the delivery of our Policy Commitments, which were agreed as Council policy on the 26<sup>th</sup> of July 2012. This report signalled some early successes and promising approaches to delivering the commitments within our Manifesto for Change.
- 1.2 This report builds upon *The First 100 Days and Beyond* outlining our achievements and how we have tackled the challenges left by the legacy of the previous Liberal Democrat led Council. We have made real and significant progress in terms of healing our divided city and promoting fairness, social justice and opportunity for all. Nevertheless, there is no room for complacency and challenges still remain.

- 1.3 Unprecedented cuts in to Local Government funding made by the UK Conservative and Liberal Democrat government have threatened the very core of local services and some of the most vulnerable people in our communities. Nevertheless, we believe that the Council, working together with local residents, other public sector bodies, the third sector and the business community, can rise to these challenges by working in partnership and adopting 'a can do attitude' as part of our 'Team Swansea' approach.
- 1.4 We welcome constructive challenge in terms of evaluating the quality of local services and value the role this can play in terms of innovation and doing things differently and more effectively.
- 1.5 This report moves *The First 100 Days and Beyond* on one stage outlining the considerable amount of work which has been undertaken over the last two years in delivering our Manifesto for Change.

## **2.0 Standing Up for Strong Council Finances**

- 2.1 **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.** We have undertaken a comprehensive review of the Council's finances. We have established a Budget Review steering group in order to examine all aspects of the Council's budget, including options for reducing spend by 20%. We have also developed a new Budget Strategy as part of *Sustainable Swansea – Fit for the Future* in order provide a clear framework for service change and savings over the next three years and we will now aim to develop a rigorous, structured and more long term financial model, outlining how funding is linked to outcomes and the public value that is created.
- 2.2 **Explore collaborative ways in which local services can be financed and delivered most efficiently.** We are developing a collaborative approach and practices, which are at the very core of the way in which the Council operates. As a Co-operative Council, we are seeking to involve local people and service users in the re-design and commissioning of services. We have prioritised greater collaboration - with other councils, other public sector organisations, the Third sector, businesses and local people, as a key objective of *Sustainable Swansea – Fit for Future* – the Council's future service and budget strategy. We are working regionally with our neighbouring Local Authorities to commission and provide Health and Social Care services through the Western Bay partnership which produce better outcomes and are more cost effective.
- 2.3 **Seek to maximise the considerable expenditure the Council expenditure and other local bodies make on the procurement of goods and services, for the benefit of the local economy, jobs and training.** In terms of creating benefits for the local community from Council expenditure, we have incorporated more than 70 community benefit clauses in appropriate contracts. We were



awarded a Sustainable Procurement and Corporate Responsibility award in 2013 and increased the overall expenditure from £73m to £85 in Swansea SA1 – SA8 between 2011- 13, demonstrating our commitment to maximise the benefits of Council expenditure in the local economy.

### **3.0 Standing Up for Council Democracy**

#### **Standards of conduct for Elected Representatives**

- 3.1 **Greater accountability, transparency and scrutiny in Council's decision making.** We have undertaken a 'root and branch' review of the Council's democratic procedures and processes. By trialling the broadcasting (webcasting) of Council meetings, we have made decision making and Council processes more accessible and 'user friendly' not only for Elected Members, but also for members of the public. Decisions made by Council are now more open to direct scrutiny, challenge and suggestions for improvement and we intend to build upon that.
- 3.2 **Swansea's Councillor Charter.** We have developed and implemented a Councillor's Charter with higher standards of stewardship beyond those required by the Local Government's Code of Conduct. The Charter was agreed by the Standards Committee and adopted by Council.
- 3.3 **Pledge on Standards** We have worked with the Standards Committees to develop and implement our own Pledge on Standards demonstrating our commitment to further develop democratic structures by ensuring fairness, equality and efficiency.
- 3.4 **Consult the Standards Committee and agree best practice to promote efficiency of resources and equality of representation.** We have ensured that all Political Group Leaders and the Chief Executive have met individually with the Standards Committee and that members of the Standard Committee routinely attend training sessions with Councillors.

### **4.0 Standing Up for a City of Learning**

#### **A City of Learning**

- 4.1 **Develop with partners a 10 year 'City of Learning' Strategic Plan for the city's lifelong education and training system.** Swansea has been chosen as the first city in the UK to collaborate with cities around the world in a UNESCO initiative aimed at developing Learning Cities which aims help all citizens get better access to learning opportunities. The Council has signed the Beijing Declaration on Learning City, identifying the commitment attached to this work. Swansea recently received a positive inspection from Estyn - the only 1 out of 6 Welsh Local Authorities whose prospects for improvement were good.

## **Ambitions for Swansea**

- 4.2 **Implement a programme of collaboration for sharing best practice between teachers and schools.** We are implementing a model of School to School support (Project-50-70-80) for secondary groups where schools working together on a range of projects. Practice is assessed by senior leaders from different schools and a challenge adviser. The results are shared within a directory of performance (on the Portal) which all schools are able to use to identify where they can find the most effective help. Support will be focused on targeted groups by improving attendance, literacy and numeracy and reducing disadvantage and performance gaps between schools, girls/boys and other groups.
- 4.3 **Introduce an ambitious, rigorous and supportive school performance framework.** Working with our neighbouring Local Authorities, we have introduced a Regional Support Challenge and Intervention Framework in order to support and challenge schools. The nature of intervention varies according to the level and nature of need identified, aiming to raise standards. Over the last two years educational outcomes has continued to improve as part of an overall upward trend. The proportion of children and young people aged 15-16yrs achieving the Level 2 threshold (5 GCSES between A\* - C including English or Welsh as a first language and Maths) in Swansea increased from 53.8% to 55.2% between 2011 and 2013.
- 4.4 **Explore ways of improving pupil engagement and attendance.** As part of our response to our recent Estyn Inspection we have secured a recent improvement in both the rate of primary and secondary school attendance in 2013/14 and is now part of an overall upward trend of increased school attendance, which we intend to continue to improve.

## **High Performing Schools**

- 4.5 **Promote community focused schools and family learning.** We are developing an Education Charter in order to embrace the role of schools in communities. In addition, we are continuing to support Family Learning in communities by supporting parents helping their children learn and develop confidence within the school environment.
- 4.6 **Ensure that 85% of Government funding is delegated directly to schools' budgets, with the remainder for targeted specialist school and teacher support.** We have increased the proportion of funding directly delegated to schools from 73.5% in 2011 to 82.9% delegated for 2013/14 (amongst the highest in Wales) and anticipate a further increase in 2014/15 to 84.8%.

## **A Flying Start for all our Children**

- 4.7 **Ensure every child in Swansea has a good healthy start in life and promote the Flying Start programme.** We have continued to develop the Flying Start programme in Swansea. We have expanded five of the original settings and added an additional seven settings, creating almost 1,500 additional places. By March 2015, 25% of all 0-3 year olds in Swansea will have an opportunity to participate in the programme.
- 4.8 **Implement a Swansea pledge to ensure that all 18-24 year olds have access to quality employment, education, enterprise or training.** We have developed a local implementation plan for the Welsh Government Youth Progression and Engagement Framework in order to ensure that all 18-24 yr olds have access to employment, education or training. We are aiming to build upon the success of work with NEETs in Swansea aged 16-18yrs (which has fallen from 9.2% of the cohort in 2009 to 3.1% in 2013) by extending the approach to include young people aged 18 – 24 yrs.
- 4.9 **Explore setting up a Swansea Skills campus and Swansea wide scheme for apprentices and seek to support for this from other employers in the city.** We are currently exploring the development of a Swansea Skills campus which aims to engage learners at risk of poor attainment and a lack of ambition to learn and encourage their participation within a caring and empowering environment.

## **5.0 Standing Up for Jobs and Regeneration**

### **A Creative Science City**

- 5.1 **Work closely with our two city's universities, the Welsh Government and other partners to develop a Creative City Region and build Swansea as a science, technology and creative capital, developing a dynamic knowledge-based economy.** We have been working with our two universities, the Welsh Government and other partners under the auspices of the Swansea Bay City Region Board. The Swansea Bay City Region, Economic Regeneration Strategy 2013-30 has been launched with a number of projects under development, including knowledge and innovation projects.
- 5.2 **A new strategic alliance with the city's two universities, supporting Swansea University with its creation of a Science and Innovation Campus and work with Swansea's Metropolitan University to develop its expertise in the media and creative industries.** We have supported the launch of the College University Skills Partnership (CUSP) which aims to develop an innovative and flexible higher education system training system within the region. The partnership aims to co-ordinate high quality Higher Education provision in Further Education provision.

Additionally, we are working with both Universities and Gower College to promote Innovation, Entrepreneurship and Enterprise thinking, not only as an economic model, but also, to embed it in our standard curriculum.

## **A Healthy City Centre**

- 5.3 **Work with others to create a clear and coherent approach to the city centre.** We have completed a retail assessment of the City Centre and are currently reviewing the City Centre framework. We are currently working with Design Commission Wales to host a conference in the Autumn in order to discuss the future of the city centre and invite ideas for development. We have secured £8.4 million of funding from the Welsh Government's Vibrant and Viable Places fund in order to assist the regeneration of the city centre. This approach has been endorsed by the Swansea Bay City Region Board.
- 5.4 **Produce a city centre strategy in line with the principles of good urban design** We will ensure that the review of the City Centre framework and the new strategy for the City Centre will place good urban design at the centre of our future vision.
- 5.5 **Aim to enhance our public spaces and adopt a coherent approach to our city's built heritage and empty properties.** We have developed a coherent approach to supporting our city's built heritage and empty properties. We are dealing with problem buildings by revising proposals for the use of the Regeneration Assistance Grant funding in order to support listed buildings at risk. We also have an officer dedicated to helping bring unused buildings back into use.
- 5.6 **Improve perceptions of our city as a place to work, to visit and to live.** The views of local residents, visitors, businesses and other key stakeholders will be a key factor in the development and the implementation of the city centre strategy and the Vibrant and Viable Places programme. We will baseline perceptions of the city centre before and after the implementation of the strategy, in order to demonstrate improvements in people's perceptions about the city centre.

## **Regeneration and Anti-Poverty**

- 5.7 **Tackle poverty and unemployment, especially within the most deprived communities and draw up and implement an Anti-Poverty action plan for the city.** We have established a Poverty and Prevention service as part of a senior management review within the Council and in order to develop a long term approach to tackling poverty. Our Target Areas strategy, has brought together grant funding e.g. Families First, Flying Start, Communities First and the Pupil Deprivation Grant in order to co-ordinate funding for services, and by using a 'Total Place' approach to spending, avoid duplication and maximise the effectiveness of our spend. If we are to succeed in tackling the causes of poverty and the roots of inequality this has to be a trans-generational project.

We are strengthening our arrangements for a Poverty Forum by working with other key partners under the auspices of the Local Service Board.

- 5.8 **Explore with Credit Unions in Swansea, new ways in which it can use the extra powers provided by the last Government to make loans to micro businesses, to support economic activity.** We have explored new ways of Credit Unions making loans to micro-businesses. We have facilitated access to grants and /loans from UK Steel, by helping people join a credit union, which can then enable them to access finance for new business start ups.
- 5.9 **With other public sector employers explore the feasibility of implementing a Living Wage for those employed on low incomes.** We have introduced a Living Wage for 3,000 of the lowest paid workers within the Authority. We are currently supporting other major employers in the local area. e.g Swansea University, to also adopt a Living Wage for its lowest paid workers.
- 5.10 **Work with Moneyline Cymru and the local credit union to help low income citizens with affordable loans and personal finance.** We have led an extensive campaign against Pay Day Loan Companies and other High Interest Lenders, preventing trade where possible and banning access to such companies from Council computers. We have supported the Credit Union, increasing membership by encouraging Council employees to become members of the Credit Union and promoting wider membership.
- 5.11 **Work with organisations such as Swansea's CAB and make targeted use of schemes such as Community First, to enhance the Council's existing Welfare Rights Unit to help low income families.** We have developed our Welfare Rights Advice Service by providing additional support in the Civic Centre and re-instating our telephone advice line. In addition we have provided outreach advice to low income families through key workers and our Communities First staff. We have trained almost 500 Council staff in welfare rights in order to support their clients take up their full range of benefits.

## **6.0 Standing Up For Strong Transport Links**

### **Sustainable Transport**

- 6.1 **Work with the Welsh Government to lobby the Government in London to extend the electrification of the main line from London to Swansea.** We have undertaken an extensive lobbying exercise collaboratively through South West Wales Councils, SWWITCH and local private sector representatives in order to ensure that the electrification of the main line from London extends to Swansea
- 6.2 **Work with the Welsh Assembly Government, neighbouring local authorities, transport users and providers to develop a sustainable transport plan for the city and region.** The Welsh Government have confirmed that there will be no financial support for the Transport Consortia from April 2014,

with funding being re-directed to Local Authorities and the City Region Board. We are developing a local transport plan, following the appointment of a Regional Transport adviser, who is working under the direction of the Swansea Bay City Region Board.

- 6.3 **Explore with the Welsh Government the creation of a Joint Transport Authority for Swansea and the wider city region and explore the introduction of ‘oyster’ style travel cards.** Work will be undertaken by the Swansea Bay City Region Board and other South West Wales authorities to support sustainable transport in Swansea. A local transport plan will be completed by the end of 2014.

### **A Healthy Greener Swansea**

- 6.4 **Follow the NICE (National Institute for Health and Clinical Excellence) Guidance on Physical Activity.** We have incorporated the guidance within our Creating a Healthy and Active Swansea action plan, which aims to improve the health and wellbeing of people living in Swansea, by ensuring that sport and physical activity is accessible to all, ensuring that there is access to facilities and opportunities and fostering community approaches to health and well being.
- 6.5 **Improve facilities in the city centre for pedestrians, cyclists and visitors, developing and promoting green corridors – environmentally friendly links to the city centre from the suburbs.** We have agreed a Cycle Action Plan with Sustrans and Wheelrights and developed a map of cycling routes in Swansea. We have improved the signage for cycle routes and continued to invest in the maintenance of cycle paths. We have also secured £300,000 from Local Transport fund for the development of an urban cycle network.
- 6.6 **Adopt the ‘Wheelrights’ manifesto and will seek to significantly increase access to safe, quicker and more cost effective cycle and walking routes through many areas of the city.** We have adopted the ‘Wheelrights Manifesto’ and are implementing the City Centre Cycling network. The Council are working with Wheelrights and Sustrans as part of the Cycle Action group in order develop and sustain cycling within Swansea.
- 6.7 **Seek to complete Swansea’s park and ride system with a scheme for the west of the City & County of Swansea.** This has been identified as a priority scheme in the Regional Transport Plan.
- 6.8 **Will encourage the emergence of the electric car and explore local authority controlled car parks being equipped with electric car re-charging points.** The Council is currently piloting the use of 9 electric cars within Corporate Building and Property Services and, if it is successful, the scheme will be rolled out further. A feasibility study is being undertaken in relation to identifying the funding for the installation of electrical car charging points in city centre car parks.

## Public Transport

- 6.9 **Consider introducing a Quality Bus Partnership and Quality Bus Contract between the Council and bus operators.** We have explored the introduction of a Quality Bus Contract between the Council and bus operators. However, our research, so far, suggests that Quality Contracts may be less cost effective than the alternatives in securing improvements (and be more difficult to achieve). To date, it seems that there are no Quality Contracts in operation. However, we intend to adopt a pro-active approach to deliver this policy commitment to secure high quality public transport. Not only have we commissioned further research, but also we will work with other local government partners to identify means by which our shared objectives can be realised.
- 6.10 **Explore using existing licensing arrangements to ensure that taxi points are safe, well lit and stewarded.** We have supported and jointly funded the provision of Taxi Marshalls with the Business Improvement District (BID) at specific taxi ranks on key dates through out the year.
- 6.11 **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 two hospitals.** We are currently undertaking a feasibility study in relation to Demand Responsive Transport (DRT). In addition we have also explored the use of the Council Social Services transport to support the growth of community transport e.g a community bus service to North Gower using Social Services transport.
- 6.12 **Examine the co-ordination of bus and train services and examine creating a new bus-rail interchange.** We have reviewed possible bus service/rail service connections and improved connectivity by placing screens with information about buses in the train station and vice versa. Information has also been provided at bus stops near Railway stations.
- 6.13 **Explore the feasibility of introducing a discount entitlement card for teenagers up to 19 years old.** Working in partnership with First Cymru, we have introduced reduced bus fares for young people aged 16- 18 yrs

## A Vibrant City Centre

- 6.14 **Reviewed the current road layout of the city centre with a view to phased simplification and improved accessibility for pedestrians and cyclists.** We have revised and simplified traffic signals on the Kingsway and the Boulevard (consultation is underway with city centre businesses/BID to assess the feasibility and impact of changes).

- 6.15 **Explore the feasibility of providing continuous covered walkways to guarantee weather proof shopping.** We have incorporated the feasibility of providing the city's main streets with continuous covered walkways to guarantee weather proof shopping within the development of our new city centre strategy.

### **Community Safety**

- 6.16 **Introduce a comprehensive 20mph speed limit in residential areas across the city, explore introducing a 20mph speed limit on most roads in the city centre and appropriate speed limits in rural areas, in consultation with local communities.** We have introduced a 20 mph speed limit in roads to around 11 primary and secondary schools in Swansea, and is part of a £300,000 investment to make roads safer for children and other pedestrians.

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

### **Prevention not Failure**

- 7.1 **A new emphasis on prevention and early intervention – investing in the conditions which maintain independence and support families rather than deal with the consequences of family breakdown.** Under the Sustainable Swansea strategy Prevention workstream, staff are working across the Council to map and analyse existing provision, developing a new assessment framework and pathway of support to ensure a coherent Team Swansea approach
- 7.2 **Explore the creation of a Social Impact Bond to help reform Children's Social Services, investing in new preventative services to help families care for their own children and to draw back to the city, children who are currently cared of 'out of county'** We have reduced the number of children needing out of county placements and are providing more support within the County. We have improved the interface with early intervention and prevention services such as Team Around the Family and Locality teams within Child and Family services (e.g Penderry, Townhill, East and West) are supporting children in their community more effectively

### **Localise Services**

- 7.3 **Explore opportunities to relocate social services to work directly with the communities that they serve and co-locate them with other council services and partner agencies in these localities such as education, housing and health.** We have taken opportunities to re-locate provision in communities and with partner agencies where it appropriate. For example, we are working with ABMU to develop the Mayhill Family Centre – an integrated health and family support facility in Mayhill. In addition, we have also developed links through our Community Connectors initiative linking in localities through Health's five community networks; Llŵchwr, Cwmtawe, City Health, Penderri and Bay health



## **Working Together**

- 7.4 **Improve the integration of systems, ensuring that there are more effective links between adult and children’s services and between social services, education, and local health services.** In order to improve integration we have re-structured services within the Council and developed a regional approach e.g the Western Bay Health and Social Care programme for adults services. In addition, the prevention workstream of Sustainable Swansea, also includes a number of projects to assist integration such as a review of Out of County placements. One example of integration is a transition protocol for children and young people with disabilities in order to ensure that there is a smooth pathway for children as they move into adult services.

## **Public Interest above private profit**

- 7.5 **Intervene in the market in social and residential care, to ensure, where provision is of the last resort, that there is a diverse range of suppliers, including not for profit, co-operative and social enterprise providers.** Our - Transforming Adult Social Services (TASS) strategy is developing commissioning plans based on shared service models, working within the Western Bay Regional Programme. We are also supporting interventions by new collaborative arrangements such as SEWIC and 4Cs. In addition, through our Sustainable Swansea strategy we are exploring the options to manage domicillary care in-house and are reviewing older people’s services in the community with a view to developing a single model.

## **8.0 Standing Up for Better Housing**

### **Affordable Housing**

- 8.1 **Work with Welsh Government, housing associations and the private sector to increase the supply of affordable housing.** We have successfully bid for an extra £2.6m under the Welsh Government’s Additional Capital Funding Programme and £1.6m under the Welsh Government’s ‘Smaller Properties’ programme. These grants in addition to the £3m allocated to Swansea from the Social Housing Grant are being used by Registered Social Landlords to build more affordable homes
- 8.2 **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 affordable housing,** We are exploring options with Registered Social Landlords and Planners to release land as part of the disposal programme

## Putting People First

We said we would;

- 8.3 **Support independent living, provide improved options for older people.** We have commissioned, engaging with other stakeholders, an independent review of Older People's services with a view to developing a sustainable options for older people
- 8.4 **Increase funding for housing co-operatives and mutual housing.** We have considered scrutiny's study of affordable housing on 12<sup>th</sup> Nov 2013 and welcome approaches from co-ops and mutuals to help meet housing need, especially to tackle homelessness
- 8.5 **Prioritise those in need, especially the homeless.** An allocations policy is in place to ensure accommodation is provided based on need. We have strengthened partnership working with Registered Social Landlords and the Private Sector to ensure that there additional housing options to respond to housing need.

## Improving Housing Quality

- 8.6 **Work with Welsh Government and tenants to explore innovative ways in which to improve the quality of social housing.** We have developed an annual business plan that aims to improve the quality of housing up to the Welsh Quality Housing Standard and sustain our ongoing consultation with tenants on the achievement of the WHQS by 2020.

## Target HMOs for improved standards of management and maintenance

- 8.7 **Utilise the £11m in the Housing Revenue Account to improve council houses and provide a boost to the local construction industry.** We used £11m reserves to boost an ongoing Capital improvement programme, which will significantly upgrade council properties with refurbishments, fire alarms, DDA compliance, weatherproofing and insulation.

## Empty Properties

- 8.8 **Take action to address the blight of empty properties and increase the supply of affordable housing.** We have secured 19 loans to date from the Welsh Government Houses to Homes Empty Property Loans fund. In addition, we have tasked our Housing Enforcement Team to address empty properties in Target Areas.

## Community Regeneration

8.9 **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.** We have incorporated the 'Community Benefit' clause within tender documentation for major capital projects such as the construction of the new site for Morriston comprehensive school, Burlais and Gowerton primary schools and the proposed works to High Rise Flats. In addition, we have lowered the threshold to £1m for community benefits increasing the number of schemes that contract with this policy commitment

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

### Cultural Capital of Wales

9.1 **Draw up a refreshed Arts strategy.** We are undertaking a new review of the arts and culture in order to meet the needs and deliver the Swansea Wales City of Culture Commitment. The refurbished Glyn Vivian Art Gallery will re-open in 2015.

### City of Sport

9.2 **Work with the Swansea, the Ospreys and Swansea University to create a premier 'Sports City' strategy.** We have held initial discussions with our partners about the development of a sports City strategy and the feasibility of delivering the Bryntawe Sports project in partnership with the Ospreys, Swansea City AFC and Swansea University. We are also supporting the development of the Sport village in co-operation with Swansea University and worked with partners to attract major events such as the Swansea Half-Marathon and the forthcoming IPC European Athletics and Dart 2 championships.

### Creative City & County of Swansea

9.3 **Work with the arts community, Swansea Metropolitan University, Swansea University 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.** We are building upon the ideas generated within the City of Culture Bid and are currently seeking alternative funding to the Arts Council for Wales.

### Dylan Thomas centenary

9.4 **Work with the Welsh Government and others to prepare for the Dylan Thomas centenary celebrations in 2014.** We will open the new Dylan Thomas exhibition in late summer and we have worked closely with Welsh Government and partners on Dylan Thomas 2014.

## Heritage

- 9.5 **Explore the feasibility of establishing ‘Copperopolis’ (‘the Cu’) as a World Heritage site.** We are regenerating Hafod Copperworks in partnership with Swansea University through a mixed used development which brings the site back into beneficial use and celebrates its unique industrial heritage. The first phase has been completed (including interpretation panels, heritage trails, art work & interactive sound exhibitions) and a living history event has been held to celebrate the historic site. We will be working towards the next round of World Heritage Site designation in 2020.
- 9.6 **Examine the feasibility of a Blue Plaque scheme in Swansea to highlight those houses and buildings of historic interest.** We have established a Blue Plaque scheme and advisory group to manage the process and have granted five awards to; Peter Ham, Griffin John, Emily Phipps, William Grove, Ann of Swansea & Cwmdonkin Park. .

## 10. Standing Up for Stronger and Safer Communities

### Community Action

- 10.1 **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.** We have explored how the Co-operative Council model has been implemented in other Local Authorities and identified areas of best practice in terms of co-operative working practices. The financial position of local government dictates that we not only must do things differently, but do different things. We need to be smarter and more enterprising, finding alternative ways of balancing the budget other than simply cutting services. An Innovation Zone has been created in the Civic Centre to facilitate staff involvement this process. Our new Innovation Programme includes looking at alternative forms of service delivery and how we support residents and communities to help themselves and forms an integral part of Sustainable Swansea – Fit for the Future.

### Young Citizenship

- 10.2 **Where appropriate will ensure the implementation of the Rights of Children and Young Persons Wales Measure.** We have adopted the United Nations Convention on the Rights of the Child as Council Policy which means that rights of children and young people will be considered in the development of new policies. We are the first Council in the UK and Western Europe to do this and make this commitment to Children’s Rights. Almost 80% of schools in Swansea have signed up to becoming Rights Respecting schools.

- 10.3 **Will make Youth Unemployment its highest priority and require any Development or project to demonstrate how it will engage local young people, provide jobs and training places.** We have supported 130 young people gain training places or employment through our Bricks and Mortar programme.
- 10.4 **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.** Following a pilot phase in 2013 the 'Big Conversation' has now been developed into the Youth Forum for Swansea, which allows young people to explore what matters to them and other young people in an empowering and safe space. Almost 250 young people took part in the Big Conversation 2013 and 14 organisations working with young people were trained to implement the Big Conversation model.

### **Celebrate Diversity**

- 10.5 **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.** We have developed and delivered the community cohesion plan to ensure that work with asylum seekers and refugees and the city of Sanctuary are co-ordinated. We have produced and launched a hate crime strategy and strengthened our engagement mechanisms with groups e.g the LGBT Forum. We have carried out an Equality Impact Assessment for all new Council Policies and Plans. We have committed to 'Show Racism the Red Card' and in addition to our City of Sanctuary status are now exploring becoming a 'City of Compassion'.

### **Promote Community Safety**

#### **Anti-Social Behaviour**

- 10.6 **Work with its partners to develop a carefully targeted use of ASBOs, an alley gating policy and investigate 'no cold calling' zones and prosecute breaches.** ASBO legislation is expected to be changing significantly in the near future. We have adopted an Alley gating policy and are establishing a number of no cold calling zones in order to reduce anti-social behaviour and improve perceptions of safety within our communities.

## **11. Standing Up for a Better Environment and Better Planning**

### **Valuing our Environment**

- 11.1 **Make a commitment to sustainable development by putting sustainable development at the heart of planning policies.** Swansea is the WG/WLGA model for the development of Sustainability practise. In order to ensure that sustainable development is at the heart of planning policies we have applied the

Preferred Strategy and Sustainability Appraisal in order to quality assure the progressing local development plan.

## **A 'greener' sustainable Swansea**

- 11.2 **Encourage the highest standards of 'low carbon design' in all our Developments (Commit to maintain Green Dragon Level 5 within CB&PS and to BREEAM very good/excellent for all major projects depending on site constraints).** We have maintained our Green Dragon Level 5 within Corporate Property and Building Services and we were awarded a good BREEAM Assessment of the new Swansea Bus Station.
- 11.3 **Improve facilities in the city centre for pedestrians and cyclists and promote 'green corridors' across the City,** We have developed a Cycling Map for Swansea and secured £300,000 of funding from the Welsh Government's Local Transport fund to develop and sustain urban cycle routes within the City Centre Cycle Network project.
- 11.4 **Introduce a county-wide programme of eco-street light replacement, reducing the Council's carbon footprint and saving energy costs.** We have introduced a county-wide programme of eco-street light replacement, incorporating the use of LED lamps and dimming which reduces average carbon emissions by 60% in residential areas and by 40% over the whole lighting system.

## **Value our parks and open spaces**

- 11.5 **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,** We have facilitated the restoration of capital works in Cwmdonkin Park and completed the improvements of Brynmelin Park and Brynydon Park. We have maintained and strengthened the quality of our parks – by maintaining 4 Green Flags and achieving an additional Green Flag. Seven of our parks are protected through Fields in Trust and the National Fields in Trust award was won by Parc William. We have developed and equipped 5 new play areas in our Target areas (Castle, Penderry, Townhill, Cockett and St Thomas) and opened 5 new satellite skate facilities. We have piloted the 'Play Streets' model as a means of increasing children's opportunities to engage in free and unstructured play in the community, in a safe way by closing roads at a specific time.
- 11.6 **Encourage the greater provision of allotments and garden sharing, particularly where publically owned land is available and appropriate for such use.** Working with the local community we have supported the development of the award winning Vetch Veg project, which promotes community cohesion and through gardening, art and social activities. The project has won numerous awards for community development and sustainability. In addition we have identified additional community growing spaces in other parts of

Swansea and produced a resource regarding land usage and requirements for growing on Council land. A further 10 allotment leases have been progressed, including a site in Townhill (Fairfield) – one of our target areas. We have also revised Communities First Cluster plans to ensure that the Healthier Lifestyle project will include cooking and growing sessions)

## **Greening our City & County of Swansea**

- 11.7 **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.** We have implemented a programme within Council buildings to minimise carbon emissions and have achieved a target to reduce carbon emissions by 11% since 2009/10 (the base year). We have implemented a programme of installing SMART meters to non domestic Council buildings (95%) complete and have begun to install meters in Council houses from February 2014

## **Citizen and community engagement**

### **We said we would**

- 11.8 **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.** We have worked with schools and communities to identify areas for inclusion in area based Safe Routes in Communities bids. Conducted an extensive consultation with residents on the preferred strategy and sustainability appraisal process of the Local Development Plan
- 11.9 **Work with Keep Wales Tidy, local communities and others to tackle the blight of litter making Swansea a ‘Tidy City’** As part of a high profile publicity campaign we have installed 60 additional dog waste bins across the city and appointed an enforcement partner to serve notices for littering and dog fouling offences.

## **12. Conclusion**

- 12.1. This paper demonstrates some of the significant achievements which have been made by this Administration in its first two years of office. We have undertaken an extensive and robust review of the Council finances and have a sound future service and budget strategy – ‘Sustainable Swansea – Fit for the Future’ - which is vital to ensure that we can deliver the commitments in our Manifesto in the most effective way, generating the maximum benefits for the local economy and people living in local communities.

- 12.2 Our commitment to greater accountability, transparency and scrutiny in Council decision making has been demonstrated by our 'root and branch review' of democratic processes and our commitment to the highest standards of stewardship, beyond the standards required in the Local Government's Code of Conduct.
- 12.3 In terms of healing our divided city, we have placed anti-poverty at the top of our agenda and have made some significant improvements in terms of tackling the educational, economic and health inequalities in some of our poorest communities. We have started to regenerate some of our poorest communities - physical improvements are evident in our upgraded housing stock, improved street lighting, cleaner and greener streets and parks and facilities for children and young people. The green shoots of recovery are also evident in terms of more opportunities for children and young people in our target communities, greater training and employment opportunities and a growing sense of community cohesion and co-operation.
- 12.4 Challenges still remain and are very real as we face unprecedented cuts in funding and an increasing demand for public services. However, it is the nature of our response to meeting these challenges - working with our staff and local residents -which is fostering an entrepreneurial spirit of innovation and co-operation in order to build resilience and weather the storm.

### **13. Equality & Engagement Implications**

- 13.1 Not applicable.

### **14. Financial Implications**

- 14.1 Not applicable.

### **15. Legal Implications**

- 15.1 Not Applicable.

**Background Papers:** City & County of Swansea Policy Commitments.



## Report of the Cabinet Member for Citizen, Community Engagement & Democracy

Council – 12 August 2014

### MEMBERSHIP OF COMMITTEES

<b>Purpose:</b>	Council approves the nominations / amendments to the Council Bodies.
<b>Policy Framework:</b>	None.
<b>Reason for Decision:</b>	To agree nominations for Committee Membership.
<b>Consultation:</b>	Political Groups.
<b>Recommendation:</b>	It is recommended that: -  1) The amendment to Membership of the Outside Body listed in Paragraph 3.1 of the report be noted.
<b>Report Author:</b>	Gareth Borsden
<b>Legal Officer:</b>	Tracey Meredith
<b>Finance Officer:</b>	Carl Billingsley
<b>Access to Services Officer:</b>	N/A

#### 1. Introduction

- 1.1 The Annual Meeting of Council on 8 May 2014, agreed membership of the various Committees/Boards as reflected in the lists submitted by the Political Groups.

#### 2. Changes to Council Body Membership

- 2.1 The Political Groups have indicated that they have no changes to Council Bodies.

#### 3. Outside Bodies

- 3.1 The Leader has made amendments to the membership of the following organisation:

##### **South Wales Police and Crime Panel**

Remove Councillor P Sangha  
Add Councillor P B Smith

#### **4. Financial Implications**

4.1 There are no financial implications associated with this report.

#### **5. Legal Implications**

5.1 There are no legal implications associated with this report.

**Background Papers:** Local Government & Housing Act 1989, the Local Government (Committees & Political Groups) Regulations 1990.

**Appendices:** None

## Report of the Cabinet Member for Finance & Resources

Council – 12 August 2014

### SUSTAINABLE SWANSEA – FIT FOR THE FUTURE: DELIVERY PROGRAMME

<b>Purpose:</b>	To update the Council's <i>Sustainable Swansea – fit for the future</i> strategy and to propose a Delivery Programme. The report also provides: <ul style="list-style-type: none"><li>• An update on the financial forecast for the medium term</li><li>• Proposals for the next stage of engagement on <i>Sustainable Swansea</i></li></ul>
<b>Policy Framework:</b>	Medium Term Financial Plan and Budget
<b>Reason for Decision:</b>	To seek Cabinet approval of the Delivery Programme for <i>Sustainable Swansea</i>
<b>Consultation:</b>	Cabinet Members, Executive Board, Legal, Finance, Access to Services
<b>Recommendation(s):</b>	It is recommended that Council: <ol style="list-style-type: none"><li>1. Notes the restatement of the objectives of <i>Sustainable Swansea – fit for the future</i> and the Strategic Framework set out in the Appendix to this report;</li><li>2. Notes the revised Financial Forecast and the future presentation of the financial challenge that the Council faces (£70m over the next 3 years);</li><li>3. Notes the outline programme for <i>Sustainable Swansea</i> set out in Section 4 of the Appendix to this report;</li><li>4. Notes the proposals for the next stage of engagement on <i>Sustainable Swansea</i>, "Continuing the Conversation" set out in Section 7 of the Appendix to this report.</li></ol>
<b>Report Authors:</b>	Dean Taylor / Executive Board
<b>Finance Officer:</b>	Mike Hawes
<b>Legal Officer:</b>	Patrick Arran
<b>Access to Services Officer:</b>	Euros Owen

## 1.0 Introduction

- 1.1 This report contains proposals from the Executive Board to update the Council's *Sustainable Swansea – fit for the future* strategy.
- 1.2 The report also recommends a Delivery Programme for **Sustainable Swansea** for Cabinet consideration.
- 1.3 Finally, the report provides:
  - An update on the Financial forecast for the medium term in the light of latest thinking and recent Ministerial announcement on the potential level of grant reduction
  - Proposals for the next stage of engagement on *Sustainable Swansea*, "Continuing the Conversation"
  - An update on governance arrangements and risks
- 1.4 It is proposed that, following Cabinet approval, a summary of the paper is reported to Council.

## 2.0 Background

- 2.1 *Sustainable Swansea – fit for the future* was approved by Cabinet on 15 October 2013 as the basis of the Council's medium term financial plan and was subsequently reported to Council on 22 October 2013. The key objectives of the Programme are contained within the Medium Term Financial Plan approved by Council on 18 February 2014.
- 2.2 Work has taken place since February to update *Sustainable Swansea*, in particular:
  - A review of the strategy's objectives, structure and readiness to deliver, including an assessment of what others are doing to meet the current challenges
  - Three workshops designed to generate ideas for the Delivery and Savings Programme
  - A review of resources allocated to the Programme and particular projects.
- 2.3 The Appendix to this report sets out a comprehensive restatement of *Sustainable Swansea* as follows:
  - *Sustainable Swansea* objectives and strategic framework
  - Update on financial forecast
  - Recommended Delivery Programme
  - Resourcing
  - Governance
  - Engagement

- Risks
- Timeline

2.4 This covering report provides a brief summary of each section.

### 3.0 Sustainable Swansea Objectives

3.1 The scale of the financial, demographic and sustainability challenges requires the Council to adopt a radically different approach to previous years. An approach that focuses on:

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

This ambition is set out in *Sustainable Swansea – fit for the future*. The Strategy is underpinned by our work on Innovation.

3.2 These objectives align with a number of key Budget Principles which guide our decision making.

3.3 *Sustainable Swansea* provides the strategic framework for all our work on service change and savings. The strategic framework has four elements:

- **Core Purpose**
  - The Council's priorities
  - What we won't do
  - Future relationship with residents
- **Future Council**
  - Look and feel of the Council
  - Our future operating model
  - Our work on innovation
- **Policy Framework**
  - Policies that guide all our work eg: how we commission, customer contact, prevention
- **Medium Term Financial Plan**
  - 3 year spending plans
  - How we manage pressures
  - How we link funding to outcomes

3.4 *Sustainable Swansea* has **4 workstreams** designed to deliver the aims in the strategic framework, linked to the Budget Principles. The workstreams will deliver savings and other benefits over different timescales as indicated. These are supported by **14 delivery strands** which oversee the projects for change and savings:

<b>Workstream</b>	<b>Workstream Aim</b>	<b>Delivery Strands</b>
Efficiency (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>
New Models of Delivery (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>
Prevention (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>
Stopping Services (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>

3.5 Approval of this restatement of *Sustainable Swansea*, including the strategic framework, is required as this will underpin all our future work on service change and achieving financial sustainability.

#### **4.0 Financial Update**

4.1 Section 3 of the Appendix sets out the Medium Term Financial Plan 2014/15 – 2016/17 (MTFP) approved by Council on 18 February 2014. Since then, the financial forecast for CCS has been updated, taking account of spending pressures known at the time, other financial risks and the latest estimate of reduction in revenue support grant. The latest indications from the Welsh Government are that local authorities should plan for a 4.5% reduction in grant, rather than the previous figure of 1.5%. This has been factored into our planning (see Financial Implications).

4.2 In terms of strategic planning, therefore, it would now be prudent to assume a **funding gap of some £30m for 2015/16, rising to some £70m over the following two years**, based on a planning assumption of a 4.5% reduction in AEF for each of the next three years. Clearly the Council has already made significant savings in recent years, including in setting the budget for in 2014/15 and our future engagement will make this clear.

4.3 The financial forecast will continue to be updated and the latest assessment will be presented to Council as part of the planned Mid-term Budget Statement in the Autumn.

## **5.0 Delivery Programme**

5.1 Following the review of the objectives in *Sustainable Swansea* and three workshops with participants across the Council, the Executive Board has developed a proposed Delivery Programme which combines:

- *Existing Scoped Projects*
- *New Ideas from the workshops*
- *Work in progress, aligned with the programme*
- *Other project ideas*

5.2 The Delivery Programme is set out in section 4 of the Appendix. It proposes target savings across each workstream and builds in committed savings from the MTFP. Some of the projects are enablers, or will deliver non-financial benefits but are still crucial to achieving a Sustainable Swansea. The Programme also strikes a balance between quicker to deliver efficiency savings and preparatory work on longer term savings or cost avoidance from preventative action.

5.3 Following approval of the Delivery Programme resources will be focused on the further work required to assess the savings that may be realised and any investment required to achieve this and then to commence delivery.

5.4 The proposed programme contains a number of assumptions and hypotheses still to be more rigorously tested and evaluated. In addition, a number of key areas (eg: commissioning and preventive work) still need to be scoped before firm targets can be set. As such further due diligence work will be needed as the programme evolves. At this stage, the overall package, if ultimately wholly delivered, is considered capable of offering savings in the medium term of around £50m plus or minus a range of 15%.

## **6.0 Resources**

6.1 The Executive Board has reviewed the resources allocated to the Programme and section 5 of the Appendix sets out the names of the Workstream Sponsors, Strand /Leads and project support.

6.2 Gaps in capacity, skills and knowledge have and will continue to be, assessed. The Executive Board will direct resources towards the agreed Delivery Programme.

6.3 It should be noted that this will impact on other work and priority areas and that we will report significant impacts to Members as we progress.

## **7.0 Governance**

7.1 Section 6 of the Appendix sets out governance arrangements for the Delivery Programme. This includes decision making and monitoring at

Member level through Cabinet as well as the Executive Board and other Officer forums.

## **8.0 Engagement**

8.1 It is planned to build on the work from last year on communication and engagement for *Sustainable Swansea*. Section 7 of the Appendix sets out the outline plan, "*Continuing the Conversation*", which includes the Core Purpose and Future Council debates. A small number of key messages have been developed as the narrative for *Sustainable Swansea* and these will be central to the engagement plan and all our communications over the next period. In order to have proper engagement and to raise awareness of the issues, the Council will need to be candid about the challenges it faces and the potential options for change, including stopping services.

8.2 As part of the Council's commitment to meaningful engagement we will be:

- Running engagement training for Members and Officers using Participation Cymru
- Holding staff roadshows and workshop on *Sustainable Swansea* and the future shape of the Council exercise
- Briefing all Members on the revised programme and how we can support them in engaging local residents in things like community action, changing expectations
- Running local participation events across the City to engage the widest cross section of people that we can

8.3 It will also be important to communicate changes to services to residents swiftly as the delivery programme is implemented.

## **9.0 Risks**

9.1 There is a Risk Register for the Programme which is reviewed by the Programme Board at each meeting. The top 5 current risks are summarised in section 8 of the Appendix.

## **10.0 Timeline**

10.1 The key dates between now and the Council budget meeting in February 2015 are set out in the table below:



DATE	MILESTONE
29 July	Cabinet report on the Programme
August	“Continuing the Conversation” – next phase of engagement commences
October	Cabinet considers the Mid-Year Budget Statement
November	Council considers the Mid-Year Budget Statement
November	“Continuing the Conversation” – outcome of engagement reported
December	Cabinet receives Financial Update with grant allocation
January 2015	Cabinet recommends draft Budget and MTFP
February	Council approves Budget and MTFP

## 11.0 Equality and Engagement Implications

- 11.1 The Equality Impact Assessment (EIA) process was used as part of the initial engagement on *Sustainable Swansea* and the budget process for 2014/15
- 11.2 The EIA process will be used to assess the impact of particular proposals in the Delivery Programme as part of the development of action plans. Some proposals will also require specific consultation exercises. The results of this will be reported to Cabinet before decisions are made.

## 12.0 Financial Implications

- 12.1 This report builds on the Medium Term Financial Plan 2014/15 – 2016/17 (MTFP) approved by Council on 18 February 2014. Since then the financial forecast for CCS has been updated, taking account of spending pressures known at the time, other financial risks and the latest estimate of reduction in revenue support grant.
- 12.2 The latter has been clarified in a letter received from the Minister for Local Government and Business dated 24<sup>th</sup> June 2014 which introduces planning assumptions around aggregate external funding in respect of 2015/16 and beyond which substantially increases the overall savings requirements.
- 12.3 Whilst the letter from the Minister highlights a range of potential reductions ranging from a reduction of 1.5% to a reduction of 4.5% for 2015/16, it is

reasonable to assume that the latter is a best guess at this stage and that, if anything the figure may deteriorate further.

- 12.4 In terms of strategic planning, therefore, it would now be prudent to assume a **funding gap of some £30m for 2015/16, rising to some £70m over the following two years**, based on a planning assumption of a 4.5% reduction in AEF for each of the next three years.
- 12.5 The proposed delivery programme contains a number of assumptions and hypotheses still to be more rigorously tested and evaluated. As such further due diligence work will be needed as the programme evolves. Nevertheless, the overall package if ultimately wholly delivered is considered capable of offering savings in the medium term of around £50m plus or minus a range of 15%. Clearly the Council will need to revisit the savings plan on a regular basis in order to assess both delivery and other areas where savings will need to be made in order to meet the funding gap indicated above.

### **13.0 Legal Implications**

- 13.1 There are no specific legal implications arising from this report. Any collateral issues will be addressed if Cabinet approves this Delivery Programme and it is then put into effect.

**Background Papers:** None.

**Appendices:** Appendix – *Sustainable Swansea – fit for the future*: Delivery Programme

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

**REPORT FOR CABINET**  
**29 JULY 2014**

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1. PURPOSE
2. BACKGROUND: SUSTAINABLE SWANSEA
3. UPDATE ON THE FINANCIAL FORECAST
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### **Appendices**

Appendix A – Budget Principles

Appendix B – Sustainable Swansea Diagram

Appendix C – Outline Target Operating Model

Appendix D – Sustainable Swansea Policy Framework – Headlines

Appendix E – Third Party Spend Savings

Appendix F – Income and Charging Outline Proposals

## 1 PURPOSE OF THIS REPORT

This report contains proposals from the Executive Board to update the Council's *Sustainable Swansea – fit for the future* strategy, following:

- A review of the strategy's objectives, structure and readiness to deliver, including an assessment of what others are doing to meet the current challenges
- Three workshops designed to generate ideas for the Delivery and Savings Programme
- A review of resources allocated to the Programme and particular projects.

The report also provides:

- An update on the financial forecast for the medium term in the light of latest assessment of pressures and level of grant reduction
- Proposals for the next stage of engagement on *Sustainable Swansea*, "Continuing the Conversation"
- An update on governance arrangements and risks

The report recommends a set of outline proposals for Cabinet to consider, incorporating:

- Savings already agreed by the Council, but still to be delivered
- Existing work that is integral to *Sustainable Swansea*
- Current projects that have already commenced following earlier scoping
- New projects (or ideas) following the workshops

It is proposed that, following Cabinet approval, a summary of the paper is reported to Council.

## 2 BACKGROUND – SUSTAINABLE SWANSEA

### ***Sustainable Swansea – fit for the future: Objectives***

The scale of the financial, demographic and sustainability challenge facing Swansea requires a radically different approach to the past.

An approach that focuses on:

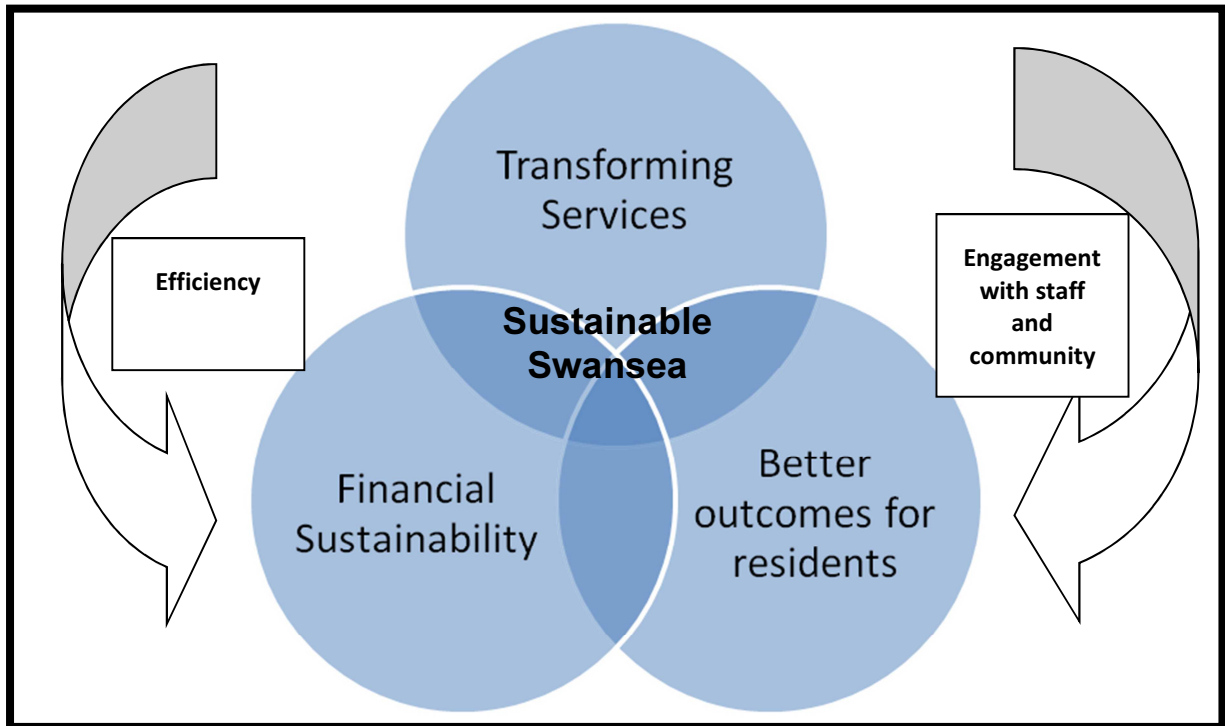
- *The core future purpose of the Council*
- *The transformation of services and the model of delivery*
- *Greater collaboration with other councils, local organisations, community groups and residents*
- *And, above all, sustainable solutions with prevention at its heart*

This ambition is set out in ‘*Sustainable Swansea- Fit for the Future*’, 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 Council’s longer term strategy for sustainability will address, amongst other things:

- Longer term trends (e.g. financial, demographic, socio economic, natural resources etc.)
- Developing our resilience for the future, alone, and in partnership with others
- Managing the process of long term transformation of services to achieve better outcomes
- Embedding and delivering our early intervention and prevention plans and actions
- Exploring and developing sources of alternative resource (human, financial, natural, capital etc.)
- Ensuring the best possible outcomes for our resident and stakeholders given the context of our depleting resources
- Building our organisation so it is ready and fit for the future
- Whilst retaining sufficient flexibility to adapt to changing circumstances

*Sustainable Swansea – fit for the future* was approved by Cabinet & Council in October 2013. It has three key objectives:



The Strategy is underpinned by our work on the *Innovation Programme*. This is important because we want to be an organisation that is more flexible, adopts new ways of working and has a more innovative and empowering culture. This is key to achieving sustainable solutions and we will work collaboratively with others as necessary to achieve this aim.

These objectives align with the Council’s 12 **Budget Principles**, the headlines are as follows (see full version in **Appendix A**):

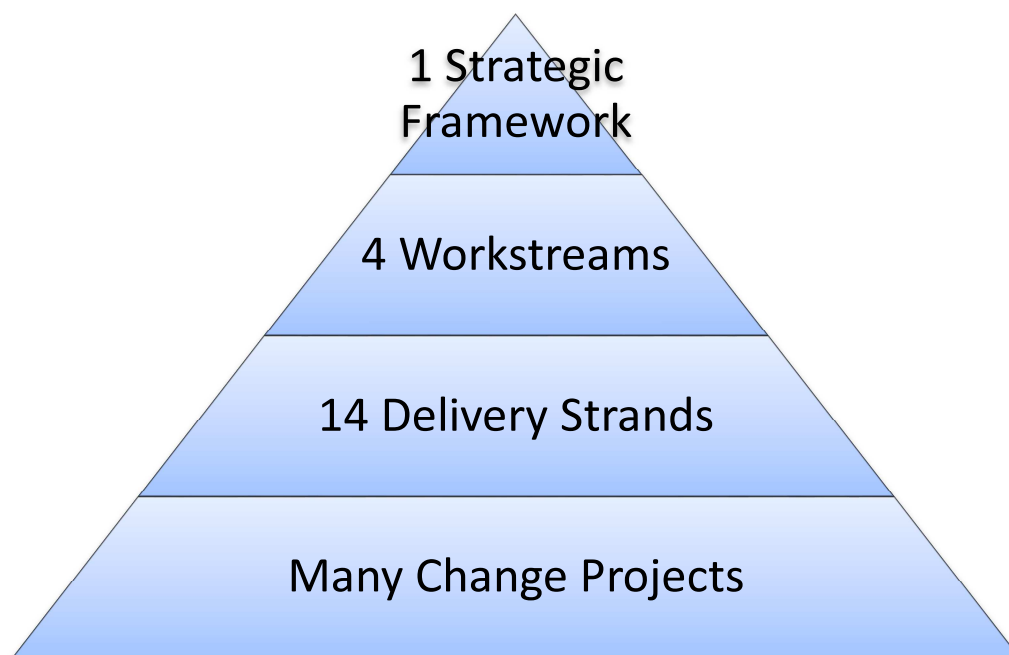
<i>Everything is included</i>	<i>Increased income</i>
<i>Engagement</i>	<i>Different models of delivery</i>
<i>We will have less money</i>	<i>Supporting those at risk</i>
<i>Demonstrating efficiency</i>	<i>Evidence base</i>
<i>Cutting Red Tape</i>	<i>Sustainable outcomes/prevention</i>
<i>Full cost recovery</i>	<i>Personal Responsibility</i>

**Sustainable Swansea – Scope and Key Elements**

Sustainable Swansea covers **all** our work on service change and savings – both new ideas and existing major projects such as Transforming Adult social Care

This is important for three reasons: to make sense of all of this for people, to harness our efforts in one direction and to avoid duplication.

*Sustainable Swansea* has a number of key elements (see diagram in **Appendix B**):



All underpinned by our Innovation Programme.

## Reshaping the Strategy: Context

As part of the review of *Sustainable Swansea*, a further assessment has been made of what other councils (in Wales and England) are doing to meet the financial and service challenges that we all face.

Two recent reviews on current thinking, Deloitte: *Determined, Realistic and Focused* and WAO: *Meeting the Financial Challenges Facing Local Government in Wales*, confirm that our current strategy still holds. Some key themes (**which may not reflect our local position in all respects**) are set out below:

### Coping with Austerity – Key Themes from Recent Research

- **Service Transformation**... the lessons are that simply trying to save money will not achieve the changes we need to see, we need to seek genuine transformation, whilst accepting that some changes will take time
- **System change**... change needs to be joined up across services and agencies; not only is this required for the customer journey, the impact of one change on other parts of the system needs to be understood ie: unintended consequences. Community budgets are now being used to provide a system wide perspective
- **New models**... successful change is underpinned by changing the model, not just making the current model cheaper
- **It will get worse before it gets better**... despite the cuts so far, the impact on (most) residents has not been significant and the worse is yet to come
- **Local prosperity**... many local authorities see the need to support local economic growth as a way of mitigating the impact of a smaller public sector
- **Plan for the long term**... austerity isn't going away, so a long term plan is needed to tackle the challenges
- **Less for less**... continuing to do everything we do is not an option, this requires a mature dialogue whilst there is still time for a "planned retreat"
- **Provider of last resort**... refocusing on what is important leads to a debate about the role of councils as a provider of last resort: a safety net, safeguarding, statutory responsibilities
- **Redefining the role of citizen and state**... the principle of self-reliance - the local authority cannot do everything and needs people to do more for themselves and to reduce the demand for service by behaviour change and community action
- **Sustainable solutions**... investment in early intervention and prevention is essential for long term sustainable solutions, this means avoiding arbitrary cuts to discretionary services, which can play a key part in this

The Williams Report and prospective local government reorganisation in Wales will inevitably be a factor in our future thinking, but must not be a distraction to what we need to achieve. Whatever the structural solution we need to transform now what we do and how we work.

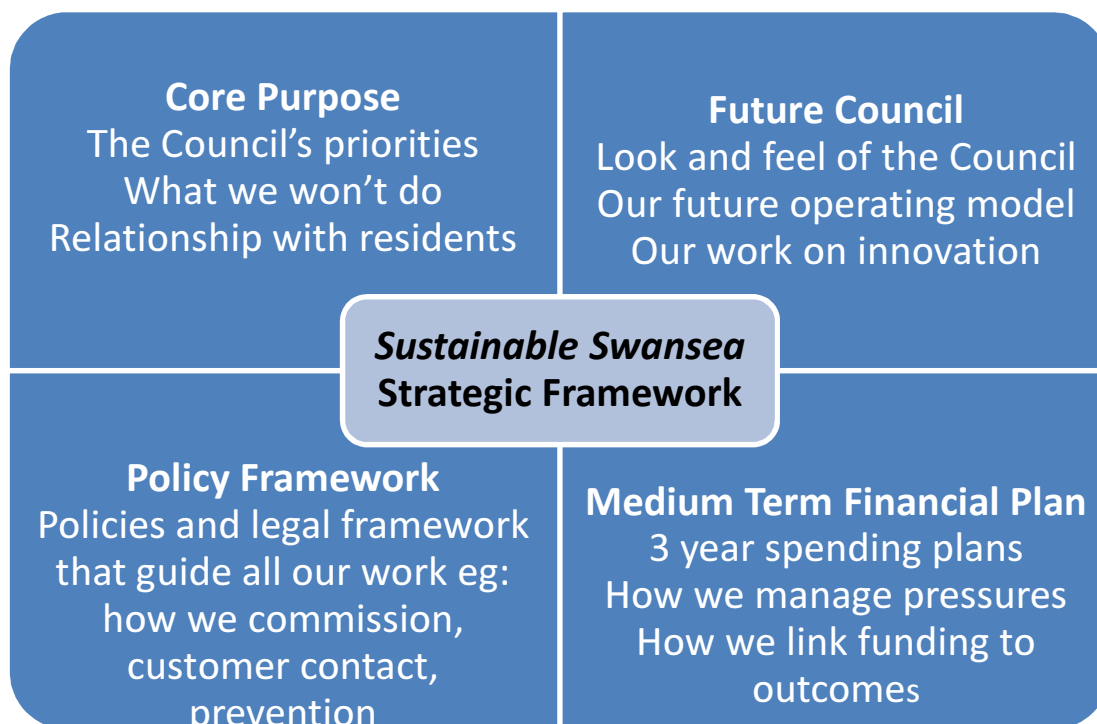
In conclusion, horizon scanning confirms that *Sustainable Swansea* includes the right things and there are no obvious gaps. The challenge is delivery, which this report comments on later.



## **Sustainable Swansea - The Strategic Framework**

As part of the review of *Sustainable Swansea*, work has taken place to shape and define a Strategic Framework to give greater clarity and definition about what the strategy is seeking to achieve. The Strategic Framework contains the overarching statements about the future priorities for the Council, our future shape and how this will be delivered by the workstreams.

There are **four elements** to the Strategic Framework:



An explanation of each element follows below:

### **Core Purpose**

The challenges we face require a fundamental review of the future role of the Council, shaped by a number of key questions:

#### **Core Purpose Questions**

1. *What are the long term priorities for the area?*
2. *What should the Council (as opposed to any other agency) do to contribute to these priorities?*
3. *What should we stop doing, or do differently?*
4. *What are residents and communities prepared to do for themselves and for others?*
5. *What is the role of the Council as Community leader?*
6. *How do we engage with and through the LSB?*

The core purpose debate will be the next phase of *Sustainable Swansea* engagement (see section 7). This will involve staff, Members, partners and, in particular, residents.

### ***Future Council***

The Council will be very different in the future. The “Future Council” debate will use simple “from” and “to” statements to engage staff, Members and others about the overall change we want to see. A few **examples** are set out below to illustrate the point:

### **What Sustainable Swansea means for WHAT WE DO and HOW WE WORK**

<b>From..... <i>What we <u>do</u> now in Swansea</i></b>	<b>To..... <i>What we want to <u>do</u> in the future</i></b>
Leading the Council	Leading Swansea
Residents as receivers of services	Residents as co-producers of services
Providing services	Creating new models
<b>From..... <i>How we <u>work</u> now in Swansea</i></b>	<b>To..... <i>How we will <u>work</u> in the future</i></b>
Service led	Whole Council
Top down leadership	Everyone is a leader
Risk averse	Risk aware

This will link to the work on the *Innovation Programme* and our Values, because it is as much about mind set and changing perceptions as saving money.

Flowing from the Core Purpose and Future Council debate will be changes to the organisation’s **future operating model**. This is important because we need to knit together all our objectives, strategies and initiatives so we can make sense of the changes and paint a clear picture of the future for people.

The outline model in **Appendix C** illustrates, for further discussion, the key components and headlines that we might use to focus this debate.

## ***Policy Framework***

The Policy Framework contains the key corporate policies and principles that will guide our approach as a Council in the future. Clearly, the Council's own policy framework is influenced and constrained in certain respects by the legislation and policies of the Welsh Assembly Government, including: Programme for Government, major bills such as the Social Services and Wellbeing Bill and the Future Generations Bill, as well as the funding and grant regime.

The key policies and principles that will underpin Sustainable Swansea are as follows:

- **Co-operative Council:** what this means in Swansea for residents, Members, staff and partners all working together
- **Commissioning & New Models of Delivery:** our Core Principles for commissioning and our approach to assessing different approaches to delivering the outcomes we want to see
- **Prevention:** our strategy to work with individuals, families and communities to prevent problems occurring
- **Customer Contact:** our approach to managing customer demand, using customer insight to improve services and get it right first time and increasing self service

The key elements of these policies (which will be developed further) are set out in **Appendix D**. Additional policy areas may be added to the Framework.

## ***Medium Term Financial Strategy (MTFS)***

The MTFS sets out how we will fund Council services and manage future financial pressures. A key development for *Sustainable Swansea* is increasing our ability to describe how we link funding to outcomes so we understand the activity that takes place and the public value that is created. This will enable us to make more informed choices about investment and disinvestment and stopping some of the things we currently do. A project will be required to increase the Council's capability in financial modelling and analysis to enable us to achieve these aims. This capability will also support the proposed commissioning framework for assessing new models of delivery.

In addition, we will adopt a longer term, say 3-10 year, approach to financial planning, in line with our wish to have a longer term plan for Swansea. As part of this we will identify the high level longer term decisions that we need to make so that we consider these holistically.

## **Sustainable Swansea - Workstreams and Delivery Strands**

*Sustainable Swansea* has **4 workstreams** designed to deliver the aims in the strategic framework, linked to the budget principles. The workstreams will deliver savings and other benefits over different timescales as indicated.

These are supported by **14 delivery strands** which oversee the projects for change and savings:

<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>

Some important points to note about the workstreams and strands:

- *The workstreams and strands are inter-dependent eg: customer contact will support demand management*
- *Some strands will support other work eg: community action is required for some forms of new service models such as co-operatives*
- *All strands are underpinned by our work on innovation and cultural change, linked to the continuous improvement strand.*

Only by completing the scoping, agreeing projects and starting to deliver can we fully appreciate and, consequently manage, these linkages. The aim will be to:

- **Explain** the interdependencies
- **Manage** the interdependencies
- **Exploit** the interdependencies

## Scoping Projects

Each Workstream has a Director as Sponsor and a Lead Officer has been identified for each Delivery Strand.

A number of **projects** are being developed for each Delivery Strand to deliver the change and savings we wish to see.

Some projects will be longer term eg:

- *Efficiency savings can be achieved quickly... but cannot on their own meet the overall financial challenges*
- *A new approach to activity based budgeting... including changes to finance systems and skills*
- *New delivery models require capacity building or market development... which takes time*
- *Prevention is a long term process... often only showing results after many years*

Projects will be **resourced**, where possible, from within, as savings delivery is part and parcel of the day job, but with some external expertise. **This may mean that other things need to wait** – the Council will need to be clear about the impact of this at each stage. A Transformation Fund has been established to support resourcing.

## Scoping Workshops

During April and May 2014, three workshops were held to increase engagement across the *Sustainable Swansea* Workstreams and to produce new ideas for projects. This involved some external input.

The outcomes from these workshops are set out in Section 4 of this paper.

Further events will need to take place to continue the engagement (both inside and outside the Council) and to look for new ideas for savings.

## Summary

Cabinet is asked to agree, subject to any changes, the restatement of the objectives of *Sustainable Swansea* and the strategic framework, including the “headlines” for the Policy Framework in Appendix D.

A revised Financial Forecast is set out in the next section.

### 3 UPDATE ON FINANCIAL FORECAST

#### Current MTFP

The following Medium Term Financial Forecast was approved by Council on 18<sup>th</sup> February 2014:

#### Projected spending pressures 2015/16 – 2017/18

	<u>2015/16</u> <u>£'000</u>	<u>2016/17</u> <u>£'000</u>	<u>2017/18</u> <u>£'000</u>
Future cost of pay awards	3,400	6,800	10,200
Pay and grading scheme	3,000	5,700	8,400
Cumulative contract inflation	2,000	3,000	4,000
Capital charges	2,750	4,250	4,250
Schools pay award	2,400	4,800	7,200
Contribution to capital charges	-2,000	-2,000	-2,000
Use of General Reserves	2,200	1,200	
<b>Total known pressures</b>	<b>13,750</b>	<b>23,750</b>	<b>32,050</b>
AEF movement (327,772)	3,545	6,745	6,745
<b>Cumulative budget shortfall</b>	<b>17,295</b>	<b>30,495</b>	<b>38,795</b>

#### Potential Funding 2015/16 to 2017/18

	<u>2015/16</u> <u>£'000</u>	<u>2016/17</u> <u>£'000</u>	<u>2017/18</u> <u>£'000</u>
Specific savings proposals	-8,990	-17,143	-18,706
Current Workstream savings	-4,500	-6,500	-8,000
Further workstream savings	-500	-2,450	-5,200
Council Tax Charge	-2,105	-4,402	-6,889
Use of General Reserves	-1,200	0	0
<b>Overall resourcing</b>	<b>-17,295</b>	<b>-30,495</b>	<b>-38,795</b>

## Key Financial Risks

The following additional risks, which are still relevant, were identified as part of the last MTFP:

- The forecast makes no allowance for potential funding changes to **employers National Insurance** contracted out pension arrangements which are inexorably linked with the Government's single state pension proposals. This on its own has the potential to add some £5.5m to the Council paybill if progressed.
- As stated, this forecast contains no provision for **increases in net service costs**, in particular:
  - a) Projected increases in demand for older peoples services based on demographic pressures in relation to an increasingly elderly population.
  - b) Any increases in costs relating to Children's services, in particular any increase in numbers relating to looked after children. The assumptions within the current MTFP in respect of downward movements in both the number and costs of looked after children are projected to continue.
  - c) Any increase in costs arising from decisions on Government taxation – most significantly increases arising from upward increases in landfill tax costs
  - d) Corporate costs in excess of budget provision in respect of single status implementation or other issues relating to employee costs.
  - e) Any one off costs arising from complex service delivery across the Council.
  - f) Any general inflation provision relating to non-contractual issues.
  - g) Any increased costs or reductions in income arising from ongoing changes to welfare reform, in particular the potential introduction of Universal Credit during the lifetime of the MTFP.
  - h) Any budget changes arising from further regionalisation of Education and Social Services particularly where projected budget transfers may be in excess of current CCS service budgets.
  - i) Any increases in Capital financing charges which is dependent on the Council achieving a level of capital receipts as detailed within the Capital budget submitted for approval elsewhere on this agenda.
  - j) Future funding decisions in respect of protection for Social Services or Delegated Schools' budgets which may be specified by the Welsh Government in future budget settlements
  - k) Any potential downward movement in service specific grants.

We are clearly at a very early stage in terms of assessing specific amendments to the adopted forecast. However, it must be recognised that the forecast needs to be a 'living' document and will be subject to update should key assumptions change and/or there are changes to Government Policy at either a National or Wales level.

It is also clear that, in developing a Medium Term forecast, the Council has to adopt a more rigorous and structured financial model which can be applied – albeit across a range of assumptions – over a longer time period.

The following recent developments are considered likely to further adversely impact on the Medium Term Financial Plan:

	2015/16 £'000	2016/17 £'000	2017/18 £'000
Changes in Employer Contribution rates – Teachers Pension Funds. Will Impact mainly delegated Budget <b>CERTAIN</b>	900	1,840	1,840
Changes to Employers Contracted Out National Insurance contributions as part of standardisation of enhanced state Pensions. Will impact all budgets <b>Probable</b>		6,800	6,800
Increased costs in respect of Social Services/Western Bay ICH strategy as reported to Cabinet. Will impact on SS Revenue Budget <b>CERTAIN</b>	1,463	-1,463	

### Revised Estimate of Future Savings

The financial forecast for CCS has been updated, taking account of known spending pressures, other financial risks and the latest estimate of reduction in revenue support grant. The latter has been clarified in a letter received from the Minister for Local Government and Business dated 24<sup>th</sup> June 2014. This letter introduces planning assumptions for aggregate external funding in respect of 2015/16 and beyond, which **substantially increases the overall savings requirements**.

Whilst the letter from the Minister highlights a range of potential reductions ranging from a reduction of 1.5% to a reduction of 4.5% for 2015/16, it is reasonable to assume that 4.5% is a best estimate at this stage for planning purposes and that, if anything, the figure may deteriorate further.

In terms of strategic planning, therefore, it would now be prudent to assume a **funding gap of some £30m for 2015/16, rising to some £70m over the following two years**, based on a planning assumption of a 4.5% reduction in AEF for each of the next three years.

As part of our engagement strategy, we will need to explain how this assumption is derived and the savings that the Council has already made in recent years.



## Impact of Savings

This revised assessment builds upon the savings already included in the 2014/15 budget, for which new and improved budget monitoring and service delivery tracking has been introduced. We will continue to review progress on the delivery of savings as future savings options, in terms of both value and timing, are heavily dependent upon current delivery. This includes monthly reports to Executive Board and the Budget Review Steering Group and quarterly to Cabinet.

As has been said before, given that we spend over 40% of the Council's budget on staff (considerably more in some Service Areas) it is inevitable that savings will involve further significant reductions in staff numbers over time. Work will continue with Heads of Service and the Trade Unions to improve further our processes and communication on all staffing matters relating to the budget.

Similarly, it is worth restating the point about the "gearing" effect of achieving savings if we exclude any part of the Council's spend. Any element of the Council's £366m net Directorate spend that is excluded from savings means a higher proportion of savings for the remaining budget heads. For example: savings spread equally across all services would equate to a 19% cut but if we excluded, for example, Delegated Schools Budget and Social Services, this would rise to 57% and so on. Consequently, we cannot exempt any services from challenge, review and change.

## Summary

Cabinet is asked to note the revised Financial Forecast and the future presentation of the financial challenge that the Council faces in the light of a revised potential £70m savings estimate. The latest assessment will be presented to Council as part of the planned Mid-term Budget Statement in the Autumn. There is also a particular need to further debate the interaction with, and degree of protection or otherwise, with schools delegated budgets.

A recommended Delivery Programme following the three *Sustainable Swansea* workshops is set out in the next section.

## 4 SUSTAINABLE SWANSEA - RECOMMENDED DELIVERY PROGRAMME

### Outcome of Workshops

During April and May 2014, three facilitated workshops were held to increase engagement across the *Sustainable Swansea Workstreams*

9 April	New Models of Delivery
10 April	Efficiency
1 May	Prevention

The **objectives** for the workshops were as follows:

- Greater understanding of what *Sustainable Swansea* means
- Engagement in the process
- More ideas
- List of candidate projects we can develop
- Honest appraisal of delivery challenges
- Understanding of the leadership challenge and our role

Working in tables, participants were asked to review existing scoping papers to confirm, change or add to what had already been identified. Ideas were then developed into more detail using an outline delivery template.

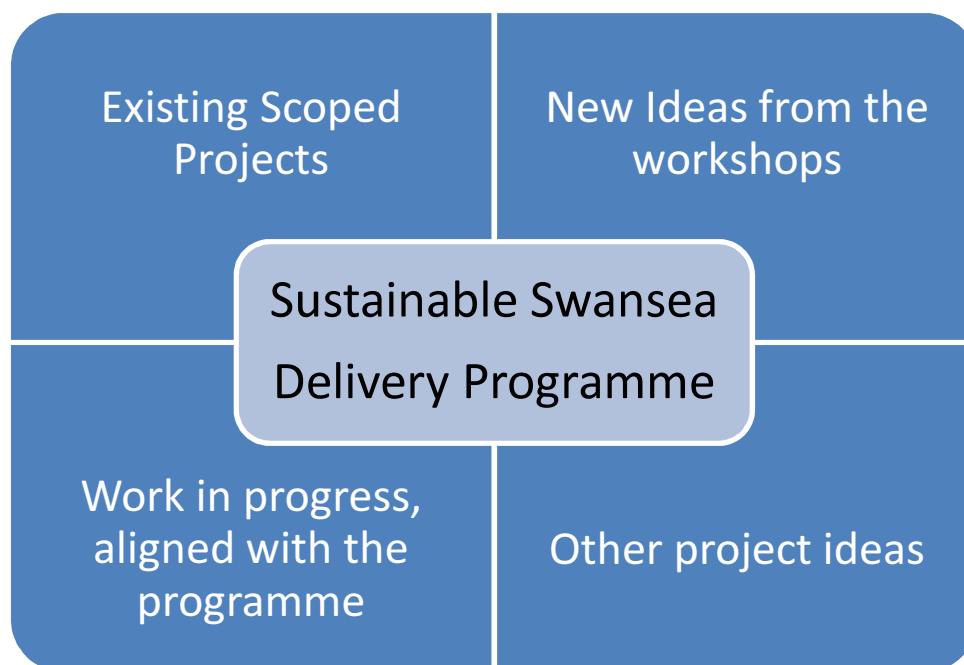
The **overall assessment** of the process is as follows:

- A total of 140 people attended these workshops, raising awareness and increasing engagement
- Feedback was very positive, including a wish to have more cross Council events in the future
- Many of the comments made at the events reaffirmed the direction of the overall *Sustainable Swansea* programme and the aims of individual workstreams and strands
- Some new ideas did come forward, as contained in the programme
- It proved difficult in the time available to develop detailed actions and savings estimates (further work now needs to take place on the agreed programme)
- Much of the discussion focused on wider issues about the way the Council works, our culture and behaviour and the challenges around delivery

The Executive Board has agreed action to pick up a number of general themes from the workshops as part of our work on the Innovation Programme and cultural change. For example: how we will deliver savings, our approach to managing the organisation and workforce redesign.

## Shape of the Programme

The *Sustainable Swansea* programme that the Executive Board is recommending to Cabinet is a mixture of the following areas:



### ***Existing Scoped Projects***

Scoping documents have been produced for the delivery strands (and will continue to be updated). These contain the projects and targets already agreed by the Executive Board (and/or via the Council budget decision). These projects must be delivered.

### ***Work in Progress***

We need to align other work that predates and/or sits outside *Sustainable Swansea* with the programme, including major change projects and outstanding reviews from the 20% service savings exercise. To facilitate this, Directorates have overlaid existing work against each Delivery Strand. The significant projects have been incorporated in the Programme.

### ***New Ideas from the workshops***

These are included in the programme below. Some ideas have simply been passed to the appropriate Head of Service to implement.

### ***Other Project Ideas***

The work we have undertaken so far has not captured every idea. Clearly new projects will emerge over time and we will continue to horizon scan to pick up on what other councils are doing across the UK. Some projects that are deemed unacceptable now may well be revisited at a later date.

## Proposed Programme – Context

The Executive Board has reviewed all the projects and ideas identified so far (there will be others in the future) and have put forward a programme for review by Cabinet.

A few **explanatory notes** on the Programme to set the context:

1. “Target Savings” have been included within the recommended programme as a guide to the scale of savings that might be expected.
2. Once projects are agreed in principle, further work will be required to assess the savings that may be realised and any investment required to achieve this.
3. Some projects are “enablers” ie: essential to deliver other projects that will result in savings, but not delivering direct savings themselves. These are shown for completeness.
4. Some projects will deliver non-financial benefits; these are also important because *Sustainable Swansea* is also about a Council fit for the future, not solely savings
5. The Programme needs to be the right mix of quicker to deliver efficiency savings and necessary preparatory work on longer term savings or cost avoidance from preventative action
6. In assessing saving opportunities work will take place to identify the overall impact on Service Areas to ensure we do not double count savings or overestimate the potential available
7. 2017/18 savings have not yet been included at this stage, but will be added to the overall programme and savings targets as this plan is progressed.

## Proposed Delivery Programme – Tables

The following tables outline the Programme for review by Cabinet:

- **Table 1:** the **committed** Service Savings agreed by Council in February 2014
- **Tables 2-5:** the **proposed additional** Delivery Programme across the four Workstreams of Sustainable Swansea
- **Table 6:** summarises the **total proposed Programme**

<b>Table 1: Existing Service Specific Savings built into budgets</b>					
<b>Strand</b>	<b>Project</b>	<b>Lead</b>	<b>Estimated Savings £000 (Cumulative Totals)</b>		
			<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
<b>Service Specific Savings</b>	Savings that flowed from the 20% /RAG exercise and due to automatically build into future budgets	All	10,867	19,857	28,010
<b>Total</b>	<b>Per RAG schedules</b>		<b>10,867</b>	<b>19,857</b>	<b>28,010</b>

As a reminder for Cabinet, the **main** (by value or sensitivity – not exhaustive) areas of service specific savings programme are as follows (cumulative indicative figures from MTFP quoted):

### **Corporate Services**

- Savings in overheads, management and administration £1.6m
- Renegotiating strategic contracts (primarily ICT) £1.1m
- Automating payments and reducing invoice processing £0.2m

### **People – Education**

- Home to School Transport Efficiencies and changes to eligibility criteria £1.4m
- Provide Ethnic Minority Language Service at level of specific grant (review underway) £0.3m
- Schools contributing to ICT investment £0.6m
- Schools contribution to capital investment £3.3m

### **People – Social Services**

(NB: savings form part of the wider programme of service transformation)

- Commissioning of support for carers and supporting people £0.6m
- Older Peoples Day Services £1.0m
- Reshaping of older peoples' services (following an independent review) £1.0m
- Learning Disability Day Services £0.6m
- Mental Health and Learning disability £0.6m
- Residential disabled long term care £0.3m
- Llanfair house – alternative model £0.3m
- Respite care for families with disabled children £0.3m

### **People – Poverty and Prevention**

- Residential outdoor centre provision (review underway) £0.1m

### **Place**

- Leisure facilities to not for profit trusts (Penlan & Bishopston Leisure Centres) £0.3m
- Parks cost reductions £0.8m
- Reduced subsidy to sports facilities £0.1m
- Car parking charges and residents parking £0.2m
- Library reductions £0.3m
- Reduced Waste costs through staff reductions and lower landfill costs through increased recycling (with investment) £0.3m

### **Notes:**

- In some cases, further reports are due to come to Cabinet for approval before proposals are implemented eg: Older People's Services, Library Review.
- In some areas, we may, through the revised Programme, seek to go further than the original proposals.
- If the original saving cannot be achieved, an alternative proposal will be required from the responsible Head of Service

<b>Table 2: Efficiency Workstream – Proposed Delivery Programme</b>					
<b>Sponsor – Dean Taylor</b>					
<b>Strand</b>	<b>Project</b>	<b>Lead</b>	<b>Target Savings £000 (Cumulative Totals)</b>		
			<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
<b>Continuous Improvement</b>	Lean Systems Thinking Capability (eg: training for Practitioners and “training the trainer”)	Alison Lewis	-	-	-
	Support for Corporate Projects (eg: Customer Contact Redesign; Business Support)	Alison Lewis	Savings allocated to relevant strand	-	-
	Directorate Based Lean Systems Projects (being identified, savings indicative)	Directorate Leads	100	200	300
	Review of Internal Charging	Ben Smith	-	-	-
	Process Busting (eg: decisions, red tape, HR policies, IT policies, meetings/room hire)	Leanne Cutts	50	100	150
<b>Workforce</b>	Workforce Redesign	Steve Rees	-	-	-
	Modernising the HR Function (including ISIS, self-service to reduce staffing levels)	Deb Yeates	-	100	200
	Employee Retention, Recognition & Engagement	Steve Rees Lee Wenham	-	-	-
	Management Posts (meeting delayering targets, further savings from restructuring*, new ER/VR approvals) <i>* Significant</i>	Steve Rees	1,000	1,500	2,000

	<i>management savings have already been made</i>				
	Reducing the Paybill (eg: pay & reward policy, further changes to terms and conditions, working practices, flexible working)	Steve Rees	-	1,000	2,000
	Training & Development (smarter commissioning)	Khan Prince	-	200	400
<b>Support Services</b>	Reduction in Business Support Staff (a new Directorate model has been agreed; Lean thinking is required to reduce demand)	Steve Rees Directorate leads	500	1,500	2,500
	Reduction in Corporate Support Staff (eg: policy, performance, project management, research, communications & marketing, partnerships, governance, equalities)	Steve Rees Lead HoS	20% of current spend	20% of current spend	20% of current spend
	Information Management (eg: extend document management, reduce paper, reduce FOI costs, reduce storage costs, information sharing) (investment may be required)	Sarah Caulkin	-	50	100
	Modernising Finance (including ISIS, self-service for better budget monitoring, new finance structure, reduced staffing levels)	Mike Hawes	-	100	200
	Modernising ICT (new in house model, service	Sarah Caulkin	250	500	1,500

	improvements, reduced hardware costs, reduced staffing levels)				
<b>Assets</b>	Accommodation Strategy (including agile working)	Geoff Bacon	300	800	1,800
	Area Reviews and Community Asset Transfers* (including shared use of community facilities) <i>* Note links with the Community Action strand</i>	Geoff Bacon	250	500	750
	Service Asset Proposals	Geoff Bacon Lead HoS	Within existing savings	TBA	TBA
	Depot Restructure	Martin Nicholls	-	100-500	100-500
<b>Third Party Spend</b>	Compliance (enforce contract rules, ensure use of ISIS, training, control of spend, reduce contract waivers)	Pat Arran	Day to day savings: to be captured where possible	-	-
	Commissioning and Commercial Operating Model (commissioning principles, commercial strategy, hub and spoke structure, skill development)	Pat Arran Commercial Panel	Enabler for savings below	-	-
	Contract Management (single contract register, improve data and analysis, spend verification and challenge, efficiency programme)	Pat Arran	-	5% of contract spend	5% of contract spend
	Supplier Relationship Management (programme of cost	Pat Arran Leads from	TBA	TBA	TBA



	reduction with top “10” strategic suppliers”)	Service Areas			
	Phase 1 Savings (as listed in Appendix E)	Pat Arran	1,000	1,000	1,000
	Phase 2 Savings (as listed in Appendix E)	Pat Arran		2,000	2,000
	Phase 3 Savings (as listed in Appendix E)	Pat Arran			2,000
<b>Income, Charging &amp; Trading</b>	Charging Framework (policy, benchmarking, awareness raising, full cost recovery guidance)	Pat Arran Martin Nicholls	-	-	-
	Phase 1 Charging & Income Proposals (see Appendix F)	Gemma Lelliot	1,100	1,100	1,100
	Phase 2 Charging & Income Proposals (see Appendix F)	Gemma Lelliot	-	750	750
	Phase 3 Charging & Income Proposals (see Appendix F)	Gemma Lelliot	-	-	TBA
	Services to Schools (full cost recovery, new offers)	Brian Roles		200	500
	Trading Opportunities (to be assessed)	Gemma Lelliot	-	TBA	TBA
	Sponsorship & Advertising Opportunities (Website, council assets, corporate events, staff benefits etc)	Karen Betts	-	100-200	100-200
<b>Total</b>			<b>4,550</b>	<b>12,300</b>	<b>19,950</b>

<b>Table 3: New Models of Delivery Workstream – Delivery Programme</b>					
<b>Sponsor – Phil Roberts</b>					
<b>Strand</b>	<b>Project</b>	<b>Lead</b>	<b>Target Savings £000 (Cumulative Totals)</b>		
			<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
<b>Customer Contact</b>	<ul style="list-style-type: none"> <li>• New website based on user feedback and best practice.</li> <li>• Roll-out of online services and e-payments.</li> <li>• Improvements to the contact centre (eg: Wi-Fi access, a new e-zone and piloting self-service cash payment machines)</li> <li>• Piloting automated call handling</li> <li>• New federated call centre model</li> <li>• Digital inclusion strategy and promotion of existing sessions</li> </ul>	Lee Wenham	300 initial target	To be scoped in more detail	To be scoped in more detail
<b>Commissioning</b> <i>NB: Targets will take account of any savings identified from other strands to avoid duplication</i>	Explore New Models of Delivery for Culture and Leisure Services using the proposed matrix (see Appendix D)	Tracey McNulty	Scoping & prioritisation	Target 10% of spend for each function under review	Target 10% of spend for each function under review
	Explore New Models of Delivery for Place Based Services (eg: refuse, parks, building services)	Martin Nicholls Chris Howell	Scoping & prioritisation	Target 10% of spend for each function under review	Target 10% of spend for each function under review

	using the proposed matrix (see Appendix D)				
	Explore New Models of Delivery for Social Care Services* using the proposed matrix (see Appendix D) <i>* Note links to TASS</i>	Carol Rea	Scoping & prioritisation	Target 10% of spend for each function under review	Target 10% of spend for each function under review
	Explore New Models of Delivery for Corporate Services using the proposed matrix (see Appendix D)	Steve Rees Mike Hawes Pat Arran Sarah Caulkin Lee Wenham	Scoping & prioritisation	Target 10% of spend for each function under review	Target 10% of spend for each function under review
	Transport (one transport function, integrated fleet management, integrated route planning)	Stuart Davies	To be scoped	£1m plus	£1m plus
<b>Community Action</b>	Increasing Community Access to ICT	Robin Brown Lee Morgan	To be scoped	?	?
	Building Community/Voluntary Capacity to Run Services* <i>* Note links to community asset transfer</i>	Robin Brown Lee Morgan	To be scoped (link to Community Action Fund)	Potential reduction in service/ staffing	Potential reduction in service/ staffing
	Informal Volunteering <i>This will be led through an expansion of the TASS work on volunteering</i>	Deborah Driffield	To be scoped	?	?
<b>Collaboration</b>	<i>Projects not yet scoped. Project success based on assumption that partners will be willing</i>				

	<i>to collaborate. New areas of collaboration are expected to be longer term</i>				
	Shared Back Office Services – with External Partners across Swansea and/or the region	Dean Taylor	-	-	£1m+
	Building Capability and Capacity to Collaborate eg: development of a toolkit to support staff	Steve Rees	No direct saving; an enabler for building capacity for effective collaboration	-	-
	Shared Transport Services (across Swansea/region) <i>NB link with transport commissioning project above</i>	Chris Howell Education Social Services Fleet manager	-	-	Under £100k
<b>Total</b>	Net new additional savings and subject to further scoping		<b>300</b>	<b>1,300</b>	<b>2,400</b>

<b>Table 4: Prevention Workstream – Delivery Programme</b>					
<b>Sponsor – Chris Sivers</b>					
<b>Strand</b>	<b>Project</b>	<b>Lead</b>	<b>Target Savings £000 (Cumulative Totals)</b>		
			<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
<b>Demand Management</b>	Insight – Understanding Demand (followed by targeted action to reduce demand in priority areas)	Sarah Caulkin	An enabler for other projects	-	-
	“Changing the Front Door” (eg: raising thresholds, reducing service standards, better information for self-service/personal choice)	Sarah Caulkin	Cost avoidance of less than £100k	£1m + cost avoidance	
	Communications Campaign (eg: personal responsibility, behaviour change, new service standards)	Lee Wenham	-	Cost avoidance of 100k - £1m	Cost avoidance of £1m+
	Waste and Recycling: further initiatives beyond current strategy to reduce costs (investment may be required)	Chris Howells	To be scoped	-	-
<b>Early Intervention</b>	Prevention Strategy	Sarah Crawley	An enabler for others projects, impact £1m+ may need invest to		

			save proposals coming forward for funding		
	Child and Families Support	Dave Howes	Nil	More likely cost avoidance of multi-£m	
	Opportunities for Young People	Gavin Evans	Nil	More likely cost avoidance of multi-£m	
	Out of Area Placements	Brian Roles	Tbc, but unlikely	Up to 100k	100k - £1m, increasing in future years
	Local Area Coordination	Deborah Driffield	Nil	Cost avoidance of up to 100k	Cost avoidance of 100k – £1m, increasing in future years
	Intermediate Care Fund	Deborah Driffield	Accounted for separately	Accounted for separately	Accounted for separately
<b>Total</b>	No net new additional savings - primarily cost avoidance for future years		-	-	-

<b>Table 5: Stopping Services Workstream – Delivery Programme</b>					
<b>Sponsor – Dean Taylor</b>					
<b>Strand</b>	<b>Project</b>	<b>Lead</b>	<b>Estimated Savings £000 (Cumulative Totals)</b>		
			<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
<b>Council Priorities</b>	Core Purpose of the Council: review of priorities & new single corporate plan	Dean Taylor/Richard Rowlands	-	-	-
	Budget Activity Reviews: stopping services or spending less (to be agreed)	Directors	1,000	2,000	3,000
<b>Future Council</b>	Look and Feel of the Council	Dean Taylor	-	-	-
	New Operating Model: potential changes to organisational and management structures	Dean Taylor	-	750	1,250
<b>Total</b>			<b>1,000</b>	<b>2,750</b>	<b>4,250</b>

Tables 1 to 5 set out the existing firm budget plans and a range of potential savings targets for the new areas of activity if they are all taken forward to form a Delivery Programme for *Sustainable Swansea*.

Table 6 below draws together the items in tables 1 to 5 to provide a composite view of the target savings (excluding those areas still to be scoped) contained in the proposed plan.

<b>Table 6: Summary of Proposed Programme (from above)</b>					
<b>Strand</b>	<b>Project</b>	<b>Source</b>	<b>Estimated Savings £000 (Cumulative Totals)</b>		
			<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
<b>Existing</b>	Treated as firm (20%)	Table 1	10,867	19,857	28,010
<b>New</b>	Range 70-100% to allow for double counting,	Tables 2-5	4,095	11,445	18,620

	overlap, delay, optimism bias etc.		TO 5,850	TO 16,350	TO 26,600
<b>Grand Total</b>	<b>Offered by proposed programme</b>		<b>14,962</b>	<b>31,302</b>	<b>46,630</b>
			<b>TO</b>	<b>TO</b>	<b>TO</b>
			<b>16,717</b>	<b>36,207</b>	<b>54,610</b>

### Overall Financial Assessment of Proposed Programme

Table 7 below references the existing budget for 2014-15 and the published Medium Term Financial Plan, both agreed by Council in February 2014.

This sets out the minimum amount considered necessary at that point in time to provide a credible, deliverable, potential balanced budget. The proposed plan needs to be benchmarked against that requirement.

<b>Table 7: Existing budget and MTFP savings to set a balanced MTFP in February 2014</b>					
<b>Strand</b>	<b>Project</b>	<b>Source</b>	<b>Estimated Savings £000 (Cumulative Totals)</b>		
			<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
<b>Service specific savings</b>	Already built into service budgets for 14-15 and planned for firm delivery	Budget	10,867	10,867	10,867
	New cumulative additional savings planned to be built into service specific budgets per MTFP	MTFP	-	8,990	17,143
<b>Current workstreams built into service budgets</b>	Firm target in 14-15 budget but only partly built into service budgets	Budget	3,000	3,000	3,000
<b>Sub-total</b>	<b>In service budgets</b>		<b>13,867</b>	<b>22,857</b>	<b>31,010</b>
<b>Current workstreams</b>	Targets not yet built into service budgets	Budget and MTFP	2,600	7,100	9,100
<b>Further Workstreams</b>	Aspirational additional target already built into	MTFP	-	500	2,450



	existing MTFP to balance the MTFP over medium term				
<b>Sub-total</b>	<b>From all service budgets</b>		<b>16,467</b>	<b>30,457</b>	<b>42,560</b>
Council Tax	For future years	MTFP		2,105	4,402
Use of Reserves	Future years	MTFP		1,200	-
<b>Grand Total</b>	<b>Needed per existing published MTFP (1)</b>		<b>16,467</b>	<b>33,762</b>	<b>46,962</b>

Memorandum – note and reconciliation to existing published MTFP

<b>Increase from 14-15 base (1)</b>	<b>Differential in above line and as per existing published MTFP approved February 2014 - incremental basis</b>		<b>-</b>	<b>17,295</b>	<b>30,495</b>
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### Overall Financial Assessment of Proposed Programme – Summary

The proposed delivery programme contains a number of assumptions and hypotheses still to be more rigorously tested and evaluated. In addition, a number of key areas (eg: commissioning and preventive work) still need to be scoped before firm targets can be set. Consequently, further assessment and due diligence work will be needed as the programme evolves.

Nevertheless, the overall package if ultimately wholly delivered is considered capable of offering savings in the medium term of around £50m plus or minus a range of 10%.

Clearly, the Council will need to revisit the savings plan on a regular basis to assess both delivery and other areas where savings will need to be made, in order to meet the funding gap indicated in Section 4 above of 30m for 2015/16, rising to some £70m over the following two years.

## Delivery of the Programme

The Executive Board has agreed the following principles for delivery of the *Sustainable Swansea* Programme:

- **One version of the truth** – all savings will be captured in one place to ensure:
  - we don't double count
  - we are clear whether savings are cashable, or cost avoidance
  - savings are not spent on something else
  - we can track and account for savings
- **Approach to delivery** – a common framework for delivery will be used (scoping template, highlight report etc) to provide consistency and rigour but not to be a detailed or constraining process
- **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
  - Work cannot just focus on year 1 savings, we also need to allocate resources to “dig the foundations” for year 2 and 3
  - We need to get on with savings that will be politically difficult (and therefore be at risk of deferral) if left until later
  - We need to group similar pieces of work together e.g.: the corporate and support services project
- **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; therefore:
  - **ALL** HoS will play a leadership role
  - All senior accountants will spend a good proportion of their time on this
  - We will nominate a good spread of senior managers who will be supported to get involved
  - We will second 3 people as project managers to drive the work forward across each of the workstreams
- **Informed pragmatism** – in line with the principle of “decide and do”, we will adopt a pragmatic approach to delivery:
  - The savings potential can be assessed as a range to be fine-tuned as we get going
  - Businesses cases will not normally be required, but we will expect a benefits statement
  - Implementation timescales need to be realistic but we must accept that not all details will be agreed or in place when (for example) new structures are put in place

- **Accountabilities** – we need people across the Council to take personal responsibility for delivering the savings and other benefits, it cannot rest just with the leads, we must engage all cost centre managers

### **Communication and Engagement**

As part of delivery, it is clear that we need to do a lot more to communicate what *Sustainable Swansea* means and to engage with residents, Members, staff and partners on how we achieve this. A key learning point from the process last year was the importance of “**stories**”: explaining why change is needed, what it will look like and how and when this will happen.

It is planned to build on the work from last year on communication and engagement for **Sustainable Swansea** through, “*Continuing the Conversation*”. The proposals for this are set out in Section 7.

### **Summary**

Cabinet is asked to agree the proposed Delivery Programme, subject to any changes as appropriate

A summary of the Programme will be reported to Council.

Resourcing the Programme is considered in the next section.

## 5 RESOURCING

### Current Resources

Allocating the right resources to each Delivery Strand is vital if we are to deliver the agreed projects.

A number of discussions have taken place within the Executive Group and Top Managers about resourcing the Delivery Programme. The current Sponsors and Leads allocated to the workstreams and strands are set out in the table below:

<b>Workstream</b>	<b>Sponsor</b>	<b>Delivery Strand Leads</b>	<b>Project Support</b>
<b>Efficiency</b>	Dean Taylor	<i>Continuous Improvement:</i> Alison Lewis	Leanne Cutts
		<i>Workforce:</i> Steve Rees	Leanne Cutts
		<i>Third Party Spend:</i> Pat Arran	
		<i>Income &amp; Trading:</i> Pat Arran/Martin Nicholls	Gemma Lelliot
		<i>Assets:</i> Geoff Bacon	
		<i>Support Services:</i> Steve Rees	Linda Phillips
		<i>Customer Contact:</i> Lee Wenham	Lyn Roberts Maxine Bromfield
<b>New Models of Delivery</b>	Phil Roberts	<i>Commissioning:</i> Tracey McNulty (plus Commissioning leads for each area)	Phil Davies Chantelle Ellis
		<i>Collaboration:</i> Chris Howell	Tanya Nash
		<i>Community Action:</i> Robin Brown/Lee Morgan	
		<i>Demand Management:</i> Sarah Caulkin	Lyn Roberts
<b>Prevention</b>	Chris Sivers	<i>Early Intervention:</i> Sarah Crawley	Hilary Davies
		<i>Council Priorities:</i> Dean Taylor	Richard Rowlands
<b>Stopping Services</b>	Dean Taylor	<i>Future Council:</i> Dean Taylor	Lee Wenham

Additional current resources allocated to the Delivery Strands can be seen in Section 6 (Governance) of the report.

### Additional Resources Required

The main gaps in resources identified from the recent assurance process and in the light of the proposed programme are as follows:

Strand	Requirement
Third Party Spend	Category Managers: being addressed as part of the new commercial team arrangements
Commissioning	Project leads for recommissioning to new models of delivery: to be identified when priorities for reviews are agreed
Transport	Various elements of this across the workstreams will be brought together and re-scoped
Financial Modelling and Analysis	Additional capability – requirements are being scope

The Executive Board is addressing these gaps as indicated and will keep resourcing under review.

### Funding to Support the Delivery Programme

A **Transformation Fund** of £1.7m was allocated by Cabinet for transformation and change costs. The Executive Board has agreed a number of proposals to fund workstream secondments, back fill, short term capacity as well as supporting innovation and change. Bids have been agreed based on the links to *Sustainable Swansea* and the anticipated return on investment.

Cabinet also agreed a **Community Action Fund** of £300k. So far we have:

- Developed criteria for its use... in support of the Community Action strand
- Agreed the approval process... through the External Funding Panel

The Strand leads for Community Action will oversee the budget.

The proposed **Preventative Fund** is yet to be finalised, but will be overseen by Chris Sivers.

## Summary

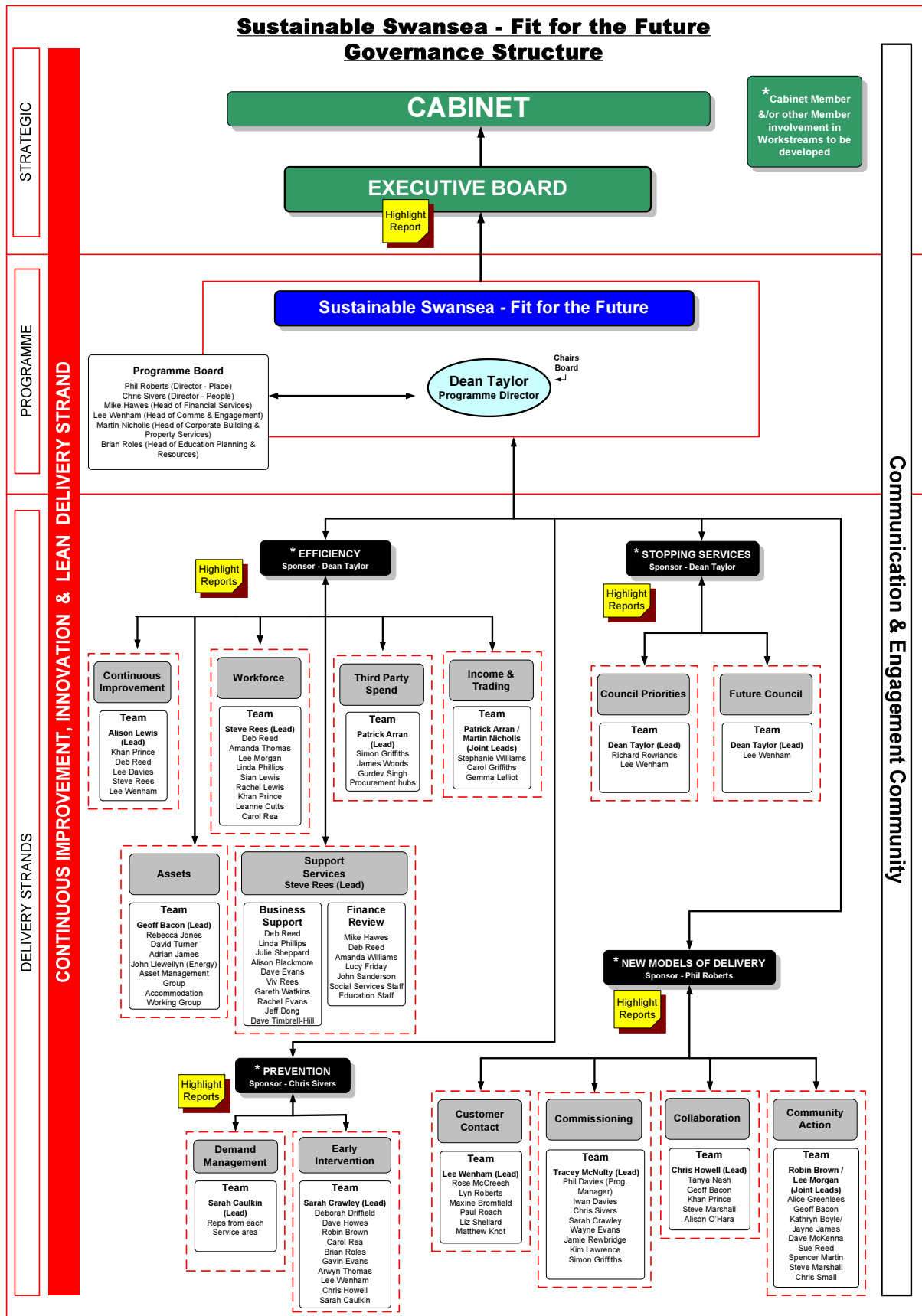
Cabinet is asked to note the current allocation of resources to the Programme and that this may impact on other work in order to deliver the priority projects agreed. The Council will need to be clear about this, in particular any impact on residents, at the appropriate time.

The Executive Board will continue to:

- Review the resourcing of the Programme
- Agree to allocate additional people to strands as indicated
- Review new bids against the Transformation Fund.

Governance of the programme is considered in the next section.

**6 GOVERNANCE** The overall governance arrangements for Sustainable Swansea are shown in the diagram below:



J:Strategic Programme Office/Vision Charts/Sustainable Swansea - Fit for the Future Governance Structure v17

## Governance Roles

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

GROUP	ROLE
Executive Board	Fortnightly: Advice to Members on budget choices
Top Managers	Monthly: Delivery of the Savings Programme
Directors' Group	Fortnightly: Development of the Budget Strategy
Sustainable Swansea Programme Board	Monthly: oversight of the budget process and savings programme (see further below)

## Programme Board

### Membership

Sustainable Swansea Programme Board Membership:	
Director of Corporate Services	Dean Taylor (Chair -Programme Director)
Director of People	Chris Sivers
Director of Place	Phil Roberts
Head of Finance	Mike Hawes
Chief Operating Officer	Martin Nicholls
Head of Education Planning & Resources	Brian Roles
Head of Comms & Consultation	Lee Wenham
Econ Regen & Planning	Tanya Nash
HR & OD	Khan Prince

Others may be co-opted on to the group as and when required, to undertake specific tasks.

### Purpose

- To ensure overall monitoring and delivery of 2014/15 budget savings, Medium Term savings
- To have an oversight of the Sustainable Swansea – Fit for the Future Programme including:



- Priorities
- Resourcing
- Inter-dependencies
- Delivery
- Budget Principles
- Responsibility for sifting bids for the Transformation Fund received from Workstreams.

### ***Meetings & Reports***

The Board meets monthly and reports to the Executive Board.

## **Programme & Project Roles**

### ***Programme Director***

The Project Director will have overall accountability for the Project, together with personal responsibility for ensuring that it meets its objectives and realises the expected benefits. This accountability is exercised on behalf of the Executive Board.

### ***Workstream Sponsors (Directors)***

The Workstream Sponsors are ultimately responsible for the relevant workstreams, ensuring that it is focused throughout its life cycle on achieving its objectives and delivering a product that is in accordance with customer requirements.

Cabinet Member and/or other Member involvement in the Workstreams will also be developed.

### ***Delivery Strand Leads (Head of Service/Senior Manager)***

- Set out the aims, objectives, timescales etc for delivery within the Strand
- Identify the key officers required within the team (permanent members and those required at specific stages only)
- Organise and set task and finish groups to carry out specific work and ensure deadlines are met
- Identify any extra resources required to undertake the activities
- Liaise with other Strand Leads on implications/issues that affect their area
- Draw together key information and report as agreed to Sponsor/Director.

### ***Team Members***

Support & work with the Delivery Strand Leads to deliver Projects.

### ***Senior User (SME)***

- The SME is responsible for specifying the needs of those who will use the final product(s).
- The SME will liaise with the Project Team and for monitoring that the solutions will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use.

### **Lead Accountant**

- Cautiously pessimistic (i.e. do not over estimate savings).
- Pragmatic (i.e. not too het up on technical financial detail) – in line with “decide and deliver.”
- Test and broadly validate any financial assumptions as reasonable.
- Help monitor and track savings.
- Report financial progress or lack of it through PFM, programme board, other channels etc. as appropriate.

### **Monitoring Arrangements:**

Reporting arrangements for the Savings Programme will be as follows:

<b>Executive Level</b>	Cabinet	Quarterly
<b>Programme Level</b>	Executive Board	Monthly
<b>Delivery Level</b>	Top Managers/PFMs	Monthly
<b>Project Level</b>	Programme Board	Monthly

Reporting will be via a standard Highlight report co-ordinated by the Chief Accountant and Project Lead.

### **Summary**

Cabinet is asked to note the governance of the Programme

The next stage for engagement on *Sustainable Swansea* is considered in the next section.

## 7 ENGAGEMENT

### Engagement So Far

The Council undertook wide-ranging engagement on *Sustainable Swansea* between September 2013 and March 2014. It was aimed at a range of stakeholders, including Councillors, staff, service users, partners and community councils.

This engagement helped to raise awareness of the challenges facing the Council and the need to make significant changes to what we do and how we work.

The main focus of that engagement plan was to inform the 2014/15 budget. A key learning point from the process last year was the importance of “**stories**”: explaining why change is needed, what it will look like and how and when this will happen.

The focus of the *Sustainable Swansea* engagement plan now needs to shift away from the annual budget process and engage people on its wider aims.

### Continuing the Conversation

The next stage of engagement, “*Continuing the Conversation*”, will build on the progress already made in highlighting the challenges facing the Council. *Continuing the Conversation* will develop an on-going conversation with stakeholders to further raise awareness and understanding of the key issues and generate discussion and ideas for potential change.

The conversation will focus on a number of **key questions**:

- *What is the Council's core purpose?*
- *What are the long-term priorities for the area?*
- *What services do residents value the most?*
- *What should the council stop doing?*
- *Developing community action/responsibility - what services are residents, communities and groups prepared to provide for themselves and others?*

Alongside this, we will promote a **clear and consistent narrative** to support the conversation based on:

- *We can't continue as we are due to reduced funding and rising demand for services which means we need to save £80m in the next three years.*
- *We have to become smarter, leaner and more efficient.*
- *Even if we had unlimited funds we wouldn't continue to do things in the same way because we need to change to get better outcomes for people.*
- *The benefits of change, in terms of financial savings and service quality.*
- *Focus on what we'll continue to do and why – eg, collect waste, provide street lighting, safe roads, fund schools etc.*
- *The council tax is only a small proportion of the overall costs of providing all our services.*
- *There are some things we have to stop doing – we need to set out why.*
- *Residents and organisations will have to do some things for themselves because the council doesn't have the money to do so.*

## Engagement Methods

The Welsh Local Government Association and Participation Cymru have provided training on public engagement to Cabinet Members and senior officers.

Following this, a series of community engagement sessions will be organised to begin the conversation with groups and individuals over the future of Council services.

This face-to-face engagement will form the centrepiece of the engagement plan and will help to establish which services are valued most by the public and highlight potential areas where the community could take greater responsibility.

It will be supported by a range of other activities, both internally and externally, to support the engagement plan:

- **Swansea Voices:** Gain feedback on the key issues including core purpose, what services should continue/stop, community action. Surveys will also measure awareness/opinion.
- **Online engagement:** The Council's new public website and StaffNet will provide updates on *Sustainable Swansea, Continuing the Conversation*, specific projects and online forums and surveys.
- **Social media:** Use Twitter, Facebook and YouTube to engage and generate discussion.
- **Hard-copy consultation:** Information and feedback opportunities, particularly for those without access to IT, will be available in libraries, community centres and the Civic Centre.
- **Councillors' briefings:** Regular seminars/briefings for all Members.
- **Staff engagement:** StaffNet, road shows, team meetings, encourage innovation and ideas.
- **Media:** The Evening Post to be our media partner to promote the conversation and help lead the debate. Provide briefings and updates to other media and be seen to lead the way in Welsh local government
- **Publications:** A series of leaflets and publications providing consistent and clear messages will be produced to support our activities.
- **Branding:** The *Sustainable Swansea: Fit for the Future* identity will be reinforced on all materials and publications relating to the programme to help build awareness.

## Timing and roll-out of activities

In order to raise awareness, a launch event for stakeholders and the media will take place in August. This will provide a platform to launch the next phase *Continuing the Conversation* and will help to shift the focus from the budget to the wider debate about the council's future role and shape.

Following the launch, *Continuing the Conversation* activities will be held during August to November 2014. This will be followed by engagement on specific budget proposals during December 2014 to February 2015.

## Assessing the Feedback

The Council's Consultation Co-ordinator, with the support of Heads of Service and consultation champions, will collate and assess feedback which will be regularly reported to Executive Board and Cabinet.

## Summary

Last year's *Sustainable Swansea* engagement helped to raise awareness of the challenges facing the Council and the need for significant change. The next phase of engagement, *Continuing the Conversation* will include the Core Purpose and Future Council debates referred to in section 2. A small number of key messages are being developed as the narrative for *Sustainable Swansea*.

It will also be important to communicate changes to services to residents swiftly as the delivery programme is implemented.

In order to have proper engagement and to raise awareness of the issues, the Council will need to be candid about the challenges it faces and the potential options for change, including stopping services.

The Council will be leading the way in Wales in terms of the debate about the future roles of councils. However, this brings with it the risk that opposition to change may grow.

Early and continued engagement based on a clear narrative and messages will help to increase stakeholder awareness and involvement, but it is no guarantee that everyone will support what we are doing.

The next section comments on the top risks for the *Sustainable Swansea* Delivery Programme

## 8 RISKS

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

Risk	Countermeasure
Failure of Council to make decisions, political or otherwise, and commit to savings proposals.	<ul style="list-style-type: none"> <li>• Budget reflection and review process undertaken and improvements agreed</li> <li>• Budget Review Steering Group to oversee the process during 2014</li> <li>• Engagement of Cabinet &amp; all Councillors</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>• Project Teams being assembled.</li> <li>• Executive Board to review resourcing plan and agree actions to address gaps.</li> </ul>
There is a risk that level of savings required will not be achieved in time	<ul style="list-style-type: none"> <li>• <i>Sustainable Swansea</i> Strategy agreed by Cabinet</li> <li>• Budget Proposals for 2014/15 approved by Council</li> <li>• Mechanisms in place to monitor and assure delivery</li> <li>• Executive Board to review a Contingency plan for savings/in year action/use of reserves required</li> </ul>
There is a risk that the public and partners will not accept changes agreed	<ul style="list-style-type: none"> <li>• Ensure comprehensive engagement &amp; consultation takes place</li> </ul>
Welsh Government AEF funding predictions will be worse than indicative figures, increasing the savings we have to find	<ul style="list-style-type: none"> <li>• Ongoing assessment</li> <li>• Develop a contingency plan</li> </ul>

### Summary

Cabinet is asked to note the Risks set out above and comment on the actions as appropriate.

## 9 SUMMARY AND TIMELINE

### Key Points

This report makes proposals to update the Council's *Sustainable Swansea – fit for the future* strategy, following:

- A review of the strategy's objectives, structure and readiness to deliver, including an assessment of what others are doing to meet the current challenges
- Three workshops designed to generate ideas for the Delivery and Savings Programme
- A review of resources allocated to the Programme and particular projects.

The report also provides:

- An update on the Financial forecast for the medium term in the light of latest assessment of pressures and the likely level of grant reduction
- Proposals for the next stage of engagement on *Sustainable Swansea*, "Continuing the Conversation"
- An update on governance arrangements and risks

Cabinet is asked to:

1. **Agree the restatement of the objectives of *Sustainable Swansea – fit for the future* and the Strategic Framework set out in the report**
2. **Note the revised Financial Forecast and the future presentation of the financial challenge that the Council faces (£70m over the next 3 years)**
3. **Agree the outline Delivery Programme for *Sustainable Swansea* set out in Section 4 of the report**
4. **Agree the proposals for the next stage of engagement on *Sustainable Swansea*, "Continuing the Conversation" set out in Section 7 of the report**

As indicated, it is proposed that, following Cabinet, a (shorter) version of this paper is reported to Council.

## Timeline

DATE	MILESTONE
21 May 2014	Executive Board reviews Sustainable Swansea Programme
11 June	Top Managers' Briefing
29 July	Cabinet report on the Programme
August	"Continuing the Conversation" – next phase of engagement commences
12 August	Report to Council
October	Cabinet considers the Mid-Year Budget Statement
November	Council considers the Mid-Year Budget Statement
November	"Continuing the Conversation" – outcome of engagement reported
December	Cabinet receives Financial Update with grant allocation
January 2015	Cabinet recommends draft Budget and MTFP
February	Council approves Budget and MTFP



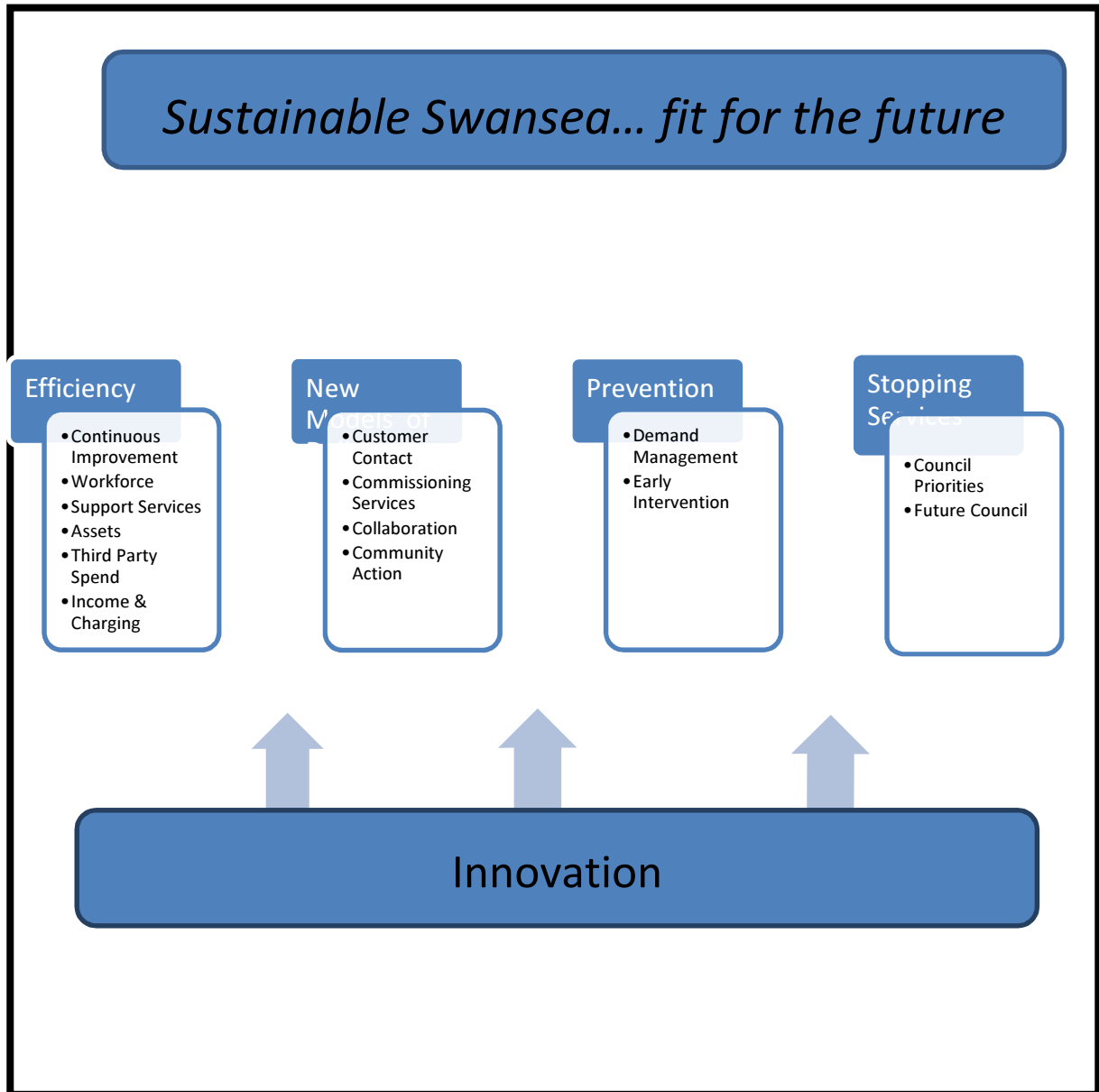
## Budget Principles (1)

PRINCIPLE	IMPACT
Everything is included...	• We will review all areas of spend, even priorities, to ensure we are cost effective and explore better ways of achieving outcomes: no options are ruled out
Engagement...	• We will engage fully with employees, Members, residents, partners and other organisations about service and budget choices
We will have less money...	• Services will work on the assumption that growth or pressures will have to be contained within lower budgets
Demonstrating efficiency...	• We must demonstrate that we are as efficient as possible (eg: reducing management costs, support services, overheads) before services are cut
Cutting Red Tape...	• Options will cut regulation & bureaucracy, eliminate waste and remove unnecessary policies and processes through lean thinking and ideas from staff
Full cost recovery...	• We will seek to increase income from charging, based on full cost recovery and to reduce public subsidy, unless there is an agreed policy exception

## Budget Principles (2)

PRINCIPLE	IMPACT
Increased income...	• We will use all our powers for charging for services and to trade and sell services to other organisations to increase income
Different models of delivery..	• Options will assess service provision (cost and outcomes) against other delivery models including: collaboration, outsourcing, partnering, community action
Supporting those at risk...	• We will target resources on individuals, families or communities at risk of harm, or significant disadvantage, using Target Areas in particular
Evidence base...	• Budget choices will be based on evidence of need (why do we do this?), whether current spend achieves agreed outcomes (is it VFM?) & comparative data (do others do it cheaper, better?)
Sustainable outcomes...	• Options will demonstrate how investment in early intervention/prevention and demand management can reduce spend, avoid future costs and improve outcomes for people
Personal Responsibility...	• Action is required to change behaviour and to increase the number of people and communities helping themselves as part of our approach to sustainability

Appendix B



## Appendix C

*City and County of Swansea – future operating model?*

## Sustainable Swansea.. fit for the future

- A plan to 2040 setting out our place based priorities
- Clarity about what we do and what we don't do
- A new relationship with our residents & resilient communities
- Positive resident experience of change... increased accountability
- Providing community leadership and leading the region
- Sustainable whole place partnerships

## Council Priorities

- Single Corporate Plan, aligned with the One Swansea Plan
- One Needs Assessment
- A single Commissioning framework, focused on outcomes and the best model for delivering these
- Integrated Medium Term Financial & performance planning
- Core Values: working together, people focus, innovation

## Future Council

- Workforce fit for the future... right skills, focused on performance and continuous improvement
- Employees who take personal responsibility & are supported to innovate
- One Council, working together, across boundaries
- Customer insight... used to reshape and target services
- Evidence led.. doing what works, understanding what results we get for our money
- Business like... delivery, self service, process lite
- Commercial edge... with an understanding of activity costs, more traded services
- Standardised, simplified and shared support services
- Modern technology... enabling change, increasing productivity and connecting communities
- New Ways of Working... mobile, flexible workforce, fewer buildings

## Transformed Services

- Customer organisation... integrated customer contact, approach, digital by default, right first time
- Target Areas... services integrated in priority areas with high levels of community engagement, reduction in levels of poverty
- New Models of Delivery... social enterprise, staff mutuals, third sector led
- Community action... co-production, community support networks, asset transfer
- Prevention... early intervention/demand management preventing service need & reducing costs
- Sustainable schools in Swansea... federations, collaborations, local decisions
- Sustainable Social Care... independent living, fewer traditional care settings, people need care later in life
- Safeguarding... children and adults are protected from harm, fewer looked after children

## Appendix D

## SUSTAINABLE SWANSEA POLICY FRAMEWORK – HEADLINES

The Policy Framework contains all the key corporate policies that guide our approach as a Council in the future. The main ones are as follows:

These policies are still being developed but the key elements of these are set out below.

### 1. Co-operative Council

The Council has a policy commitment to 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.

As part of this we will work towards:

- Members/Officers/Residents/Partners – all working together
- Defining a new relationship between the Council and residents
- Empowering and supporting people to shape their own lives and the places they live
- Championing the role of councillors as community connectors
- Adopting new and different approaches to commissioning, with an emphasis on co-production with local people
- Embedding social value in commissioning and procurement
- Working with new forms of service delivery which give greater influence and voice to staff and users, for example mutuals
- Making the most of the strengths that lie in communities – the people, organisations, networks and physical assets that make communities vibrant

### 2. Commissioning & New Models of Delivery

Our Core Principles for commissioning:

- **Outcome led:** we will focus first and foremost on the outcomes we want to see for residents, families and communities
- **Engagement:** we will adopt an asset based approach to commissioning and engage at an early stage with people in designing the outcomes and, where possible, in delivering these outcomes, This will include:
  - Workforce
  - Trade Unions
  - Communities
  - School/Universities
  - Partners
- **Market Sounding:** we will use market sounding to find out what others are doing and to shape our commissioning plans
- **Innovation:** we will seek innovative solutions, using private sector expertise where appropriate

- **Evidence:** we will adopt an evidence based approach to solutions to deliver agreed outcomes
- **Local Markets:** we will maximise the local capacity to deliver services where appropriate
- **Collaboration:** we will look to commission jointly with partners where this makes sense

Our approach to assessing different models to deliver the outcomes we want to see:

- The status quo is not an option
- What matters is what works: we therefore expect to see a mixed economy of delivery models
- There is a presumption against private sector delivery
- We will challenge in house provision to improve where there is evidence that other models can produce better outcomes and/or cheaper costs
- We support the creation of Co-operatives
- We will use a common framework to assess the best model for each service (**example** shown below):

Model	Outcomes				Etc..
	Outcomes	Cost	Sustainability	Fit with Priorities	
Transformed in house					
Partnership					
Social Enterprise					
Etc...					

### 3. Prevention

Our approach to prevention has five key aims:

- To make prevention everyone’s business
- To prevent or delay the need for costly or intensive services
- To enable people to remain independent for as long as possible and to reduce dependency
- To promote voice, choice and control for individuals and families
- To increase resilience and build capacity within communities for self help

To achieve these aims we will adopt the following principles:

- We will engage people in the design and delivery of services
- We will adopt an asset based approach and use the strengths within individuals, families and communities
- We will support carers to enable them to support others
- We will manage the front door for services to divert people towards self help

- We will provide people with timely, accurate and accessible information, advice and guidance for informed choices and to promote independence
- We will increase direct payments to individuals to promote choice and diversity of provision
- We will make investment decisions on the basis of evidence of what works
- We will target resources toward those people who are vulnerable or at greatest risk of harm
- We will balance our approach to prevention with our duties for safeguarding
- We will develop and support our staff to adopt preventative approaches and to make every contact count
- We will do all of this in partnership with other agencies and the voluntary and community sector in Swansea

#### 4. Customer Contact

Our approach to customer contact has four key aims:

- To improve customer experience
- To achieve a fundamental shift in customer contact to digital self-service channels
- To consolidate current customer contact
- To use customer insight to improve services and achieve the other aims

To achieve these aims we will adopt four key principles:

- We will operate as a single customer service organisation, not a number of separate customer services businesses
- We will bring current customer contact resources under a single management structure
- We will adopt the principle of *digital by default* and transfer, where ever possible, customer contact from face to face and telephone to digital channels
- We will *make every contact count* to reduce or minimise demand and change resident behaviour

## INCOME AND TRADING PROPOSALS

### 1.0 Introduction

- 1.1 Income and Trading is part of the Efficiency Workstream of Sustainable Swansea. There is an initial income target of £1m for 2014-15. This report:
  - provides a progress report
  - recommends the initial tranche of items for further work to contribute to that target, subject to further Cabinet approval as appropriate
- 1.2 This work is being carried out in two phases. The first phase was to identify charging opportunities. In order to inform this work, officers used an income tool devised by Deloitte which had over 400 examples of charging opportunities. This toolkit benchmarked a range of common discretionary services and the charges for these at each Welsh authority.
- 1.3 Phase 1 concluded with a Charging Policy being devised and approved by Cabinet in March 2014. Swansea now has a coherent corporate charging policy for the first time. This phase took place over 3 months and highlighted the potential the Council has to raise income by fees charges and trading, and changing processes.
- 1.4 Further detailed work with all Service Areas will be necessary and is being undertaken by the Commercial Team at present. This, in turn, is providing further examples of charging opportunities. The Charging Policy supplements this work by giving a clear framework and the Commercial Panel acts as a critical friend by challenging current charging habits.
- 1.5 It must be stated at the outset that, historically, Swansea has not adopted a corporate approach to exploiting charging and trading opportunities. As a result, there is a certain amount of groundwork to be done. This is being addressed and officers are confident that we will gain in maturity very quickly. In fact, there is now far more visibility of opportunity than we have ever had. However, this will be a medium term piece of work which will involve full engagement of service managers, changing practices and implementing and monitoring charging mechanisms, as well as resident engagement as appropriate.
- 1.6 With this in mind, it is difficult at present to predict income opportunities with any precision – though this will be possible as the project progresses. However, based on an assessment of the potential from the information available, a perpetual income / cost avoidance figure of at least £1m should be achievable.

- 1.7 The income target was set as a result of the Council budget meeting on the 18<sup>th</sup> February 2014. We have lost some momentum whilst forming the Commercial Team and as a result, we are under some pressure to deliver the savings in the remainder of this financial year. It is imperative, therefore, that we make decisions in relation to proposals as soon as possible.
- 1.8 This report set out the first tranche of proposals – **it is important to note that this is not an exhaustive list and there a great deal of work is necessary to ensure that these opportunities will be deliverable.** In order to provide some context, set out below is a summary of the work carried out in Phase 1:
- Training and advice was provided to 13 Service Area Senior Management Teams throughout the Council
  - Best practice advice was been obtained from other Councils.
  - Updated benchmarking data from the Deloitte's 2011 table was put together from Swansea and other Welsh and English Councils,
  - A Commercial Panel with nominees has been formed
  - A Charging Policy has been agreed by Cabinet to provide the framework for charging
  - Some of the opportunities highlighted below were identified for further work.
- 1.9 Phase 2 will develop all charging opportunities with the simple rule, in accordance with our Budget Principles, that nothing is out of scope. There will be an intensive period of work to liaise with all Service Areas to identify and assess ideas and prepare business cases for individual opportunities. These will then be brought to Cabinet for consideration at a later date having been agreed at Directorate PFM meetings or Executive Board as appropriate as achievable.

## 2.0 Commercial Services Team Update

- 2.1 The income generation team have now been in post for 6 weeks and have begun exploring opportunities in greater detail with relevant budget holders and/or Heads of Service. This work has required support from many Service Areas and has been positively received to date.
- 2.2 A number of the 'quick wins' identified in Phase 1 will require longer term intervention and/or wider consultation. This is on the basis that they have to be thoroughly analysed in consultation with the relevant Directorate. Officers are keen to ensure that all interdependencies are identified and dealt with prior to any business cases being presented to Cabinet for approval. In addition, working with Procurement across the Category Hubs has thrown up additional opportunities which had not yet been scoped but with approval can be implemented swiftly in order to achieve revenue for this financial year.



2.3 The Commercial Team is tracking all interventions with Service Areas across charging & trading, savings, 'stop service' recommendations (when/if they arise), efficiencies and streamlining of officer time, in order to provide full transparency on the facilitative approach to income generation across all directorates. This will ensure that Executive Board and Members are able to access an up to date progress report at any time from the team on both income realised and work in progress.

### 3.0 Equality and Engagement Implications

3.1 There will be equality and engagement implications in relation to all proposals and it is intended that an individual equality impact assessment will be prepared for each proposal. In some cases consultation with service users may be required before an increase in charges can be agreed.

### 4.0 Proposed Areas for Review and Financial Implications

4.1 The following have been identified as **potential** income generation items which may contribute towards the target of £1m income. More work is necessary to fully "work up" the concepts and, as mentioned above, this will be undertaken in conjunction with Directorate PFMs:

Charging Credit Card fees

Music SLA

Shopmobility

Land Charge Searches

Park and Ride

Grand Theatre

Dylan Thomas Programme

Indoor Leisure Centres

Plantasia

Indoor Bowls

Special Events

School meals

4.2 In addition, the Commercial Team has begun to review the suggestions that emerged from the benchmarking, awareness raising sessions and *Sustainable Swansea* workshops as well as other areas within the benchmarking analysis. So far, initial research and analysis has taken place for 39 income generating/savings opportunities:

Public Conveniences

Marina

Swansea Leader

Brangwyn Hall

Astro Turf Pitches

Knab Rock

Langland Bay Huts

Recreation Ground

Rooms/Facilities Hire

Residents Parking Permits

Bus Station Washrooms

Park & Ride price change

Sunday Parking

Park & Pedal

Olga Cutter (Swansea Museum)

Roundabout Sponsorship

Allotments

Cashpoint Machine (Civic Centre)

Car Parks (staff)

Big Screen (Castle Square)

Trade Exchanges

Traffic Orders Section 278

Traffic Orders Section 38

Waste – Recycling

Car Parks – Stairwell advertising

Sponsorship & Promotions (generic)

Car Parking Tickets

Grass Verges

Swansea Bay Rider

Blackpill Lido

Outdoor Centres (phase 1)

- 4.3 A number of the proposals have yet to have a monetary value attached to them due to the continuous data gathering being completed. Findings will not be presented to Service Areas without this data. All business cases presented to the Commercial Panel (and therefore Executive Board and/or

Cabinet as appropriate) will have detailed income/savings information up to 2016/17 as a minimum.

- 4.4 All findings reported to Directorates will have a full cost calculator attached which has been devised by Finance. This will allow for a consistent approach to savings/income across the board both in this and future financial years.
- 4.5 Additional work will be required in order to identify any potential double counting against savings already agreed through Directorate service savings. The Commercial Team does not anticipate this affecting the Council's ability to achieve the targeted £1m income for 2014/15.

# Agenda Item 14.a

## Report of the Cabinet Member for Place

Council - 12 August 2014

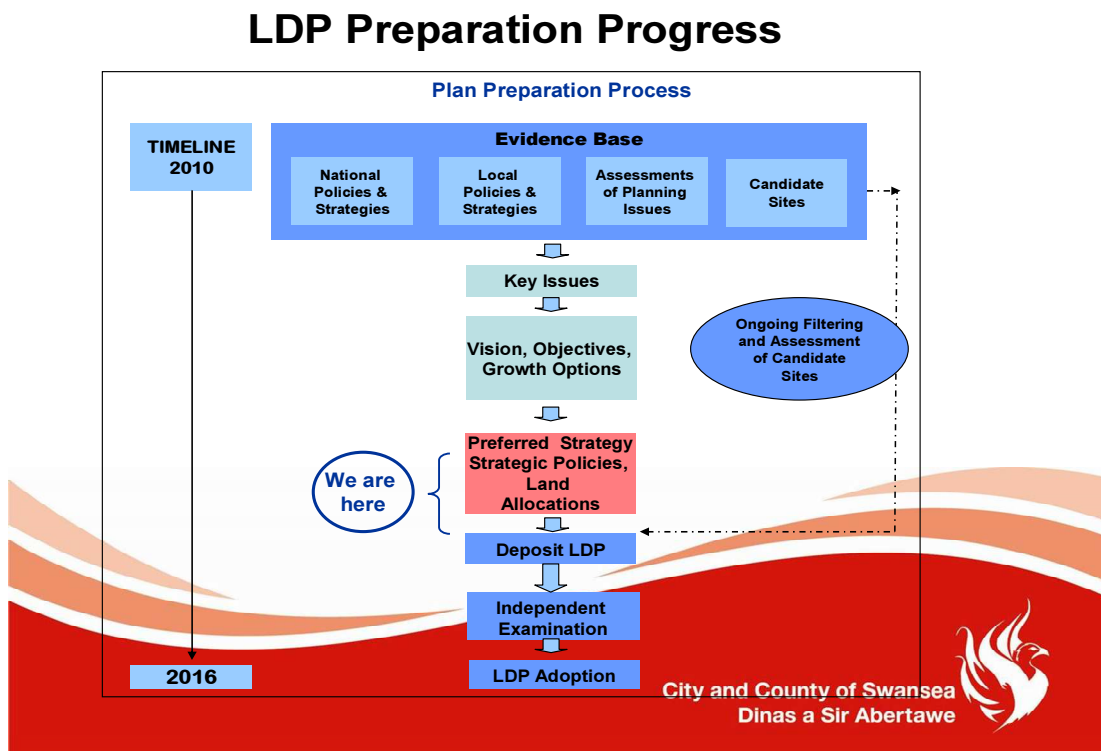
### SWANSEA LOCAL DEVELOPMENT PLAN PREFERRED STRATEGY AND CANDIDATE SITE UPDATE

<b>Purpose:</b>	The report seeks approval of the Local Development Plan (LDP) Preferred Strategy following public consultation, provides a progress update on the Candidate Site Assessment process and outlines the next stages of LDP preparation
<b>Policy Framework:</b>	Planning and Compulsory Purchase Act 2004; The Environmental Assessment of Plans and Programmes (Wales) Regulations 2004; Local Development Plans Wales Guidance 2005; Local Development Plan Manual 2006; The Habitats Regulations (the Conservation (Natural Habitats & Conservation) (Amendment) (England & Wales) Regulations 2007; Wales Spatial Plan 2008; Planning Policy Wales, 2010 (as amended), and related Ministerial Interim Planning Policy Statements and Technical Advice Notes.
<b>Reason for Decision:</b>	To progress the LDP in accordance with the Welsh Government approved Delivery Agreement and to guide the preparation of the Deposit Plan
<b>Consultation:</b>	Legal, Finance. Access to Services
<b>Recommendation(s):</b>	It is recommended that:  1) The responses to the public consultation exercise on the Draft Preferred Strategy be noted and the proposed amendments arising be reported to Council for agreement as the final version of the Preferred Strategy.  2) A skeleton version of the Deposit Plan be prepared for public consultation as an additional stage to the LDP preparation process, to include publicity of new and amended Candidate Sites.
<b>Report Author:</b>	Paul Meller
<b>Finance Officer:</b>	Sarah Willis
<b>Legal Officer:</b>	Sandie Richards
<b>Access to Services Officer:</b>	Kirsty Roderick

## 1.0 Context

1.1 The Council is statutorily required to produce a Local Development Plan (LDP) setting out policies and proposals for future development and use of land within the City and County over the period to 2025. A binding Delivery Agreement has been entered into with the Welsh Government (WG) to adopt the Plan by 2016. The Plan is at Preferred Strategy Stage (see Figure 1) awaiting formal approval following consultation during Aug – Oct 2013 on various potential future growth scenarios and strategic policies.

Figure 1: Stage of LDP preparation



1.2 Preparation of the LDP follows an evidence-based process derived from a clear understanding of the regional and local context, as well as the key issues and drivers that can be addressed through land use allocations and planning policies. At the core of this is the projected 20,000 population growth for Swansea over the Plan period. The LDP must seek to ensure that sufficient housing, employment sites, community facilities and infrastructure is provided to support this anticipated level of growth in a way that does not have an unacceptable adverse impact on the environment. The Planning Policy Team are engaged in frequent ongoing discussions with various Council services, departments and external organisations to ensure that this is the case.

## 2.0 LDP Preferred Strategy

2.1 Public consultation on the Draft Preferred Strategy was carried out in accordance with adopted good practice guidelines supplemented by dedicated web-pages and e-notification to all 7200 consultees on the LDP database. Nine public consultation events were held throughout the

community and there were 5 press releases, 10 local newspaper articles and 2 Swansea Leader articles. Stakeholder and key consultee meetings were held along with drop-in session for Members. In response 704 comments were received from 212 respondents. Of these, 235 comments supported elements of the Preferred Strategy and 421 objected to parts thereof. The other 49 responses received related to background documents such as Topic Papers. The full schedule of comments received is available to view at [www.swansea.gov.uk/ldpps](http://www.swansea.gov.uk/ldpps) . The majority of respondents were either developers or their agents, with local residents largely making representations on site/area specific issues. Statutory undertakers were supportive and the most significant comments were received from the WG.

2.2 The draft LDP Preferred Strategy sought to provide for 16,700 additional dwellings by 2025 to support the regeneration of areas and the development of more sustainable, balanced communities. A number of respondents expressed concern over this proposed level of housing growth and its deliverability. However, it is the role of the LDP to ensure deliverability at whatever level of growth is agreed upon, and the only comments that could be substantiated in this respect, and must be given significant weight, were those submitted by the WG. The WG projections require a further 4000+ homes to be provided for, and have advised that failure to provide for this amount of additional development “...will have serious implications for progressing Swansea as an Economic City Region...”

2.3 The WG requirement for more dwellings has been a common response to local planning authorities across Wales that are in the process of preparing their LDPs, even though emerging Census information suggests WG projections are too high. Some Welsh Councils have accordingly attempted to reduce their proposed levels of provision, which prompted Carl Sergeant AM as Minister responsible for Housing to write to all authorities in April emphasising the importance of maintaining high levels of housing provision in support of economic and regeneration aspirations. WG officers have also indicated that they will, if necessary, use their powers of direction to either require the Council to include the shortfall in housing provision they have identified within the Plan or to cease preparation of the LDP and recommence the process.

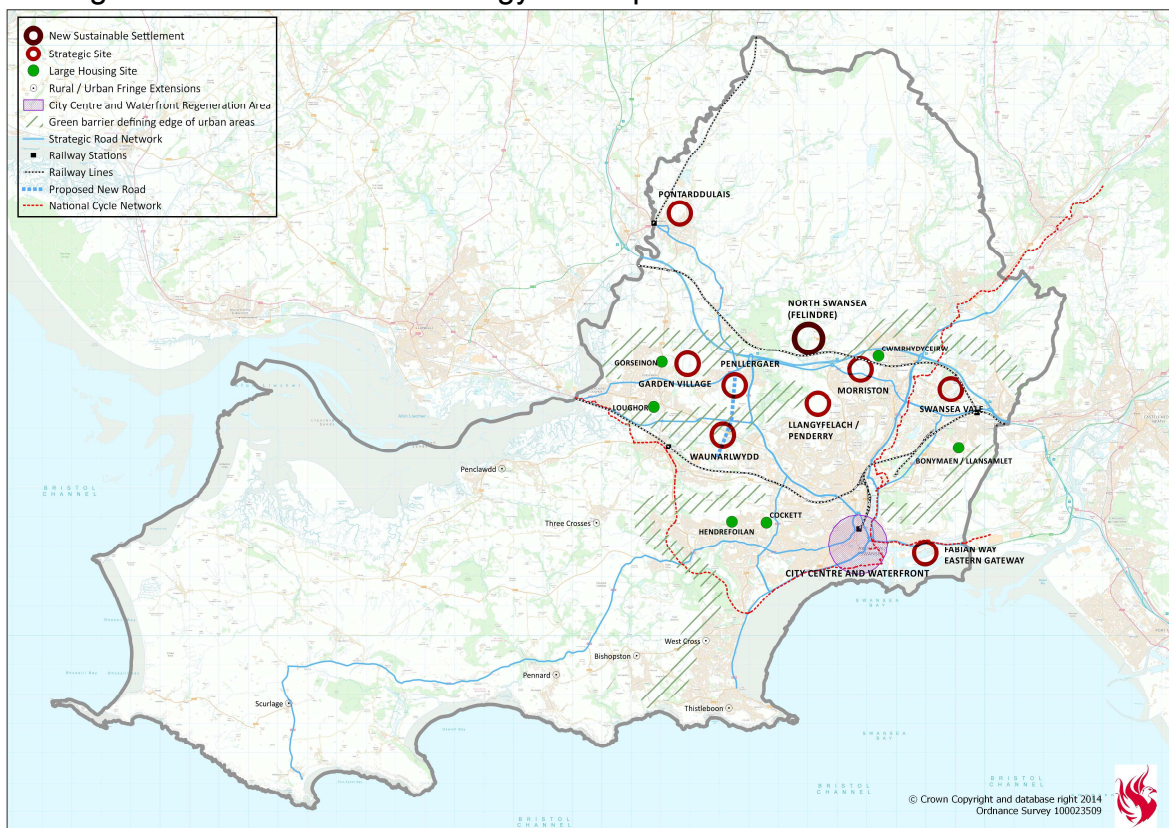
2.4 The Council could choose to challenge the WG's housing requirement figure; however the likely outcome is that the Plan will be found 'unsound' even if it was permitted it to reach Examination stage – which WG have advised is unlikely. A compromise solution has therefore been reached in principle, which is to provide for 17,100 dwellings based on latest demographic statistics, which is a marginal (+400) increase on that identified in the draft Preferred Strategy, but to meet this target solely with site specific allocations on large sites (>10 dwellings). Windfall schemes, i.e. unallocated redevelopment sites and small sites of less than 10 dwellings, would be in addition to this figure and are projected to make up the balance to meet the WG's requirements.

2.5 Of the options outlined in the document, the consultation responses favoured the recommended sustainable growth strategy to meet future

housing requirements. The principles of this approach are maximising the use of brownfield land, supported by a number of large (200+ units) or strategic scale housing releases (500+ units) at sustainable locations, and a new sustainable settlement (north of the M4 near Felindre). The latter would deliver a transformational scale of development comprising 1000+ dwellings supported by appropriate leisure, commercial and community facilities, integrated green infrastructure and new physical infrastructure. The scale of all these proposed releases would be such that it would either create a new community, or significantly enhance/regenerate existing communities and facilities whilst also contributing to economic growth and delivering greater prosperity.

2.6 Some smaller scale releases are also favoured at edge of settlements and adjoining rural villages where growth would enable provision of affordable or local needs housing and/or community facilities. The Preferred Strategy Concept Plan showing the general distribution of these releases is set out below (Figure 2).

Figure 2: LDP Preferred Strategy Concept Plan



2.7 The Concept Plan does not define precise boundaries. Site specific allocations will form the next stage of the plan preparation process. The locations for growth identified on the Concept Plan remain largely unchanged from the draft Preferred Strategy, with the exception of an additional strategic housing site included at Llangyfelach/Penderry, and a proposed new large housing site in the Morryston/Cwmrhydyceirw area, whilst the development areas identified north of Pontarddulais and at Garden Village have expanded to become strategic sites.

- 2.8 The Concept Plan is augmented in the Preferred Strategy in Chapter 6, which provides a narrative on the proposed development areas by Strategic Housing Policy Zone. Amendments made in this section include additional detail regarding the nature of proposals for key housing sites, and a greater emphasis given to the Eastern Gateway as a strategic site for employment and potential complementary uses.
- 2.9 The majority of the representations received during the consultation on the draft Preferred Strategy related to Candidate Site submissions – either landowners or prospective developers promoting their own sites, or neighbouring residents reiterating objections made through the Candidate Site consultation process – in particular expressing concerns about physical and social infrastructure capacity, loss of Greenfield land/recreational space, lack of facilities, visual impact, etc. These are all valid concerns and the comments received have been noted and will continue to be taken into account as part of the ongoing Candidate Site Assessment process.
- 2.10 These concerns do not however raise issues that would preclude development, and it is the role of the LDP to ensure that the identified issues are addressed where appropriate as part and parcel of new development schemes being brought forward. The Strategic Policies included in the Preferred Strategy, such as green infrastructure, social infrastructure, transport infrastructure, natural heritage conservation, etc are specifically linked to this. The 16 Strategic Policies contained in the draft Preferred Strategy were well supported and are all proposed to be retained, subject to minor amendments and points of clarification. Small changes have also been made to the LDP Objectives to reflect observations made during the consultation.
- 2.11 As the scale of housing delivery increases the affordable housing percentage contribution falls, but the actual number of affordable units required will rise from 7100 to around 7500 dwellings. This requirement reflects historic undersupply of affordable housing and the entire shortfall is not expected to be made up during the Plan period, but is a longer term aspiration. The actual number of affordable housing units expected to be delivered during the Plan period will remain around 4000 as originally projected. However this figure may change dependent upon the final selection of sites for inclusion in the Deposit Plan, as the viable level of affordable housing contribution will vary according to location.
- 2.12 The main change to the Preferred Strategy arising from the consultation has therefore been to address the WG's concerns regarding levels of future growth. However the WG have also raised other issues of concern regarding the soundness of the Plan – highlighted in italics below - which must be addressed in more detail by the Deposit Stage. In particular:
- Gypsy and traveller site provision – *failure to provide sufficient sites will pose serious questions regarding the soundness of the LDP*
  - Infrastructure and deliverability – *identification of key transport infrastructure required to meet the strategy and clarification of the Council's position on Community Infrastructure Levy*



- Flooding/sewerage infrastructure –assessment of flood risk implications of allocated sites and demonstration of sewerage/drainage capacity, including resolution of the Burry Inlet constraints
- Affordable housing need and viability –demonstrate that affordable housing provision levels have been maximised and that thresholds for provision are set at a viable level
- Minerals – endorsement of a regional approach to minerals

2.13 The Preferred Strategy has been amended to incorporate factual updates, address matters arising from emerging policy guidance and to provide further clarification where appropriate. The recommendations from the Habitats Regulations Assessment of the draft document have also been incorporated. The final version of the Preferred Strategy may be viewed here: [www.swansea.gov.uk/ldpps](http://www.swansea.gov.uk/ldpps)

### 3.0 Candidate Sites and Future Allocations

3.1 Having regard to the comments received in relation to the Preferred Strategy, the second stage of the Candidate Site Assessment process has been completed and sites have been categorised according to their suitability for inclusion in the Deposit LDP. This process has identified sufficient land for 17,100 dwellings on sites of varying scale, but which are each capable of accommodating more than 10 units. This includes existing commitments (i.e. sites built since 2010 or subject of extant planning permission). At least one housing site is identified in each ward.

3.2 The distribution of this growth has been amended slightly from that originally proposed to reflect physical and environmental capacity issues arising, as well as land availability/deliverability considerations. The main change is within the Greater North West Housing Policy Zone - which is the largest zone and has the greatest amount of available land - where an additional 1100 dwellings to that originally proposed have been identified. This counter-balances the 1100 under-supply within the City Centre which is almost built out and dependant upon windfall (redevelopment) schemes. Table 1 shows that commitments already contribute 6000 dwellings towards the total in a roughly 50:50 split (between sites built out and those with planning permission). Figure 3 shows the distribution of the Strategic Housing Policy Zones.

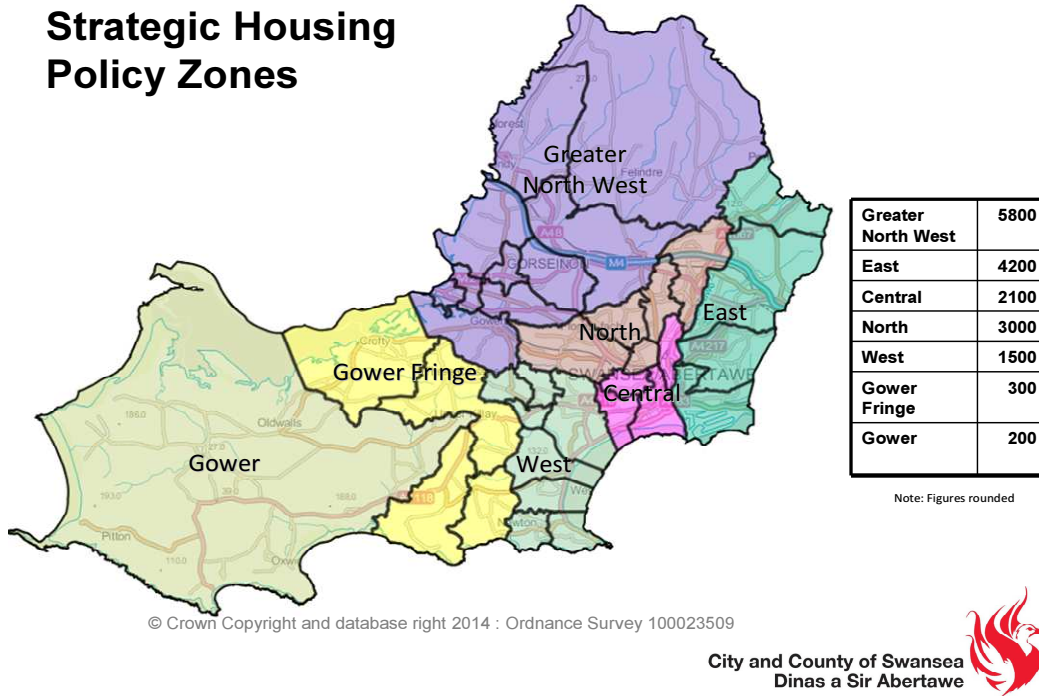
Table 1: Distribution of Housing Sites following Candidate Site Assessment

Strategic Housing Policy Zone (SHPZ)	Commitments	Proposed Allocations	Total
East	3000	1200	4200
North	300	2700	3000
Central	700	1400	2100
West	400	1100	1500
Greater North West	1500	4300	5800
Gower	0	100*	100*
Gower Fringe	0	100*	100*
<b>Total</b>	<b>6000</b>	<b>11100</b>	<b>17100</b>

\* Additional land for 300 dwellings will be brought forward as rural exception sites

Note: figures rounded

Figure 3: LDP Preferred Strategy: Proposed Housing Distribution



3.3 All Candidate Sites have been assessed and categorised according to their suitability for inclusion in the LDP having regard to the agreed site assessment methodology. Each site has been assessed against:

- Local context and character
- Regeneration opportunities/community and physical infrastructure
- Environmental impact/mitigation
- Accessibility considerations
- Deliverability constraints (flood risk, viability, etc)

3.4 From over 600 Candidate Sites put forward for consideration, around 100 sites have been identified as being suitable for allocation in the LDP (referred to as A-list sites). However around a quarter of these are either sites that the Council has identified for inclusion post consultation on the Candidate Sites (for example through asset disposal), or are amendments to originally proposed sites. It is anticipated that these sites will give rise to further objection even though they have largely been identified for release through other corporate strategies and initiatives. It would be inappropriate to publish a schedule of included sites without prior consultation on these additional sites, which is a key reason for the recommendation to publish a Draft Deposit Stage later this year.

3.5 There is ongoing, without prejudice, discussions with developers and landowners to demonstrate the deliverability and viability of proposed A-list sites. Inevitably not all these sites will make it through to the final version of

the Plan; consequently, there is also an ongoing process of addressing where possible the barriers to delivery of B-list sites. These are sites where there is development potential but development constraints are currently such that they are unlikely to be brought forward during this Plan period and/or are ultimately less favoured as allocations. However should there be any loss of A- list sites, then compensatory B-list sites will need to be brought forward within the same Strategic Housing Policy Zone to make up the shortfall. There remain over 300 sites on the B-list. The remainder (around 180 sites) are classified as C-list. C-list sites are subject of fundamental constraint, not of sufficient scale to be allocated within the Plan (less than 10 units), have been withdrawn in full for various reasons, or have been rejected/withdrawn in part. The schedule of these sites is attached as Appendix A. These C-list sites will not feature as allocations in the LDP.

- 3.6 Notwithstanding any gains or losses going forward, the target for large site allocations and commitments must remain at 17,100. The balance to achieve the higher WG target can be met from other sources. Unallocated small sites (i.e. less than 10 units) will contribute around 1,700 dwellings over the Plan period (112 per annum). In addition, an anticipated 15% contribution from Windfall sites (large redevelopment sites >10 units granted planning permission post LDP adoption and not specifically allocated in the Plan) should deliver 2,300+ dwellings.

#### **4.0 The Way Forward**

- 4.1 It would be inappropriate to confirm the A and B-list sites at this stage, as there is still more detailed assessment to be carried out which may change the categorisations. Furthermore, it may trigger the submission of planning applications by developers/landowners not on the A-list given that the housing land supply is shortly expected to be confirmed by the Planning Inspectorate as being below the statutorily required 5 year minimum. Measures are therefore being undertaken to try to increase the available housing supply, however the only long-term solution is getting the LDP adopted.
- 4.2 Drop-in sessions for Members were held during June to discuss the categorisation of Candidate Sites. Whilst there is no requirement to reach any immediate decision on these sites, the position is that agreement must be reached before placing the LDP on Deposit as there is no scope to amend or exclude sites through that process in response to objections received. Petitions will therefore need to be heard before the Deposit Plan is finalised.
- 4.3 It is therefore proposed that a skeleton version of the Deposit LDP is produced that focuses primarily on sites to be allocated and revised settlement boundaries. This will enable discussion of the merits of sites before they are confirmed in the Deposit Plan. This is an additional stage to the plan preparation process outlined in Figure 1; however it will achieve greater consensus and should speed up the final stages of plan preparation.

## **5.0 Financial Implications**

- 5.1 The document production, consultation and publication costs are accounted for within the LDP budget, including the additional cost of producing a skeleton Deposit Plan estimated at up to £5,000.
- 5.2 Whilst there are no immediate financial implications arising from adoption of the LDP, acceptance of the Strategy could result in additional expenditure at a future time. Acceptance of the Strategy does not mean that additional resources will be made available and it should be assumed that future spending needs will need to be contained within existing budget provision.

## **6.0 Legal Implications**

- 6.1 The LDP is to be prepared under the legislative framework of the Planning and Compulsory Purchase Act 2004. Part 6 of this Act requires each authority in Wales to prepare a LDP for its area. The preparation of the LDP is regulated by complex requirements and guidance and subject to a tight timetable which is subject of a binding agreement with the WG.
- 6.2 Adoption of a Preferred Strategy is the first formal stage of the LDP preparation process. There is also a legal duty on the local authority to promote sustainable development.

## **7.0 Equality and Engagement Implications**

- 7.1 The Council has carried out an Equality Impact Assessment scoping exercise in which it was highlighted that a full Assessment will have to be completed once LDP preparation reaches Deposit stage. Following discussions with the Access to Services Team, it is proposed that the Assessment will be produced as a background document to the Deposit Draft LDP where it will be subject to a consultation period and any comments received will be taken into consideration. In the meantime the Access to Services Team are directly involved in the initial Plan preparation process (e.g. in the undertaking of the Strategic Environmental Assessment/Sustainability Appraisal) and the range of baseline information gained/monitored will help inform the production of the final Assessment.

### **Background Papers:**

- LDP Candidate Sites Assessment Methodology (Sept 2010)
- LDP Draft Preferred Strategy (Aug 2013)
- CCS LDP Preferred Strategy Welsh Government Response (October 2013)
- Planning for Population and Housing Growth Population and Household Projections Update Paper (May 2014)

### **Appendix:**

Appendix A – Schedule of C list (rejected and withdrawn) sites

## Appendix A: Schedule of C-list (rejected and withdrawn) sites

Ward	Site Ref	Site Name
Bishopston	BI003	Land adjacent Pwll Ddu Lane, Bishopston
Bishopston	BI005	Land off Manselfield Road, Murton
Bishopston	BI006	Land off Manselfield Road, Murton
Bishopston	BI007	Land adjacent to Brandy Cove Lane, Bishopston
Bishopston	BI009	Land adjacent to Brandy Cove Lane, Bishopston
Bishopston	BI011	Field at rear of Ridley Way, Bishopston
Bishopston	BI012	Land off Reigit Lane, Manselfield
Bishopston	BI013	Land adjacent Pwll Ddu Lane, Bishopston
Bishopston	BI014	Land at rear of Ridley Way, Bishopston
Bishopston	BI015	Land at rear of 101 Bishopston Road, Bishopston
Bonymaen	BM010	Lower Glan-y-Wern Farm, Llansamlet
<i>Bonymaen</i>	<i>BM014</i>	<i>Land opposite numbers 376 -400 Jersey Road,</i>
<i>Bonymaen</i>	<i>BM015</i>	<i>Land to rear of numbers 84-126 Jersey Road,</i>
<i>Bonymaen</i>	<i>BM016</i>	<i>Land at Pentre'r Gaseg, Jersey Road, Bonymaen</i>
<i>Bonymaen</i>	<i>BM022</i>	<i>Land at Cwm Chapel Road</i>
<i>Bonymaen</i>	<i>BM024</i>	<i>Land at Mansel Road, Winch Wen</i>
Bonymaen	BM027	Lower Glan-y-Wern Farm, Llansamlet, Area 2
Bonymaen	BM028	Lower Glan-y-Wern Farm, Llansamlet, Area 3
Castle	CA019	68 - 71 High Street
Clydach	CL001	Land off Hebron Road, Clydach
Clydach	CL002	Land to the North West of Gellionnen Road
Clydach	CL004	Land to the North of Gellionnen Road, Clydach
Clydach	CL016	49/51 Western St
Cockett	CO001	Land adjacent to Woodside Park, Waunarlwydd
Cockett	CO008	Mynydd-bach-y-glo, Ystrad Rd
Cockett	CO009	Mynydd-bach-y-glo, Ystrad Rd
Cockett	CO010	Land west of Hospital Rd (Part)
<i>Cockett</i>	<i>CO016</i>	<i>Land at Caergynydd Road</i>
<i>Cockett</i>	<i>CO017</i>	<i>Land Adjacent to Hillcrest, Cockett</i>
<i>Cockett</i>	<i>CO019</i>	<i>Land at Waunarlwydd Road</i>
<i>Cockett</i>	<i>CO020</i>	<i>Land at Geiriol Gardens, Townhill</i>
<i>Cwmbwrla</i>	<i>CW002</i>	<i>Land at Penlan Slopes</i>
<i>Cwmbwrla</i>	<i>CW003</i>	<i>Eaton Road, Brynhyfryd</i>
<i>Dunvant</i>	<i>DU001</i>	<i>Land rear of 23 Fairwood Rd</i>
Dunvant	DU002	Land at Killan Fach, Dunvant
Dunvant	DU004	Killan Fawr Stud Farm, Killan Rd
Dunvant	DU007	Land adjacent to 6 Brynaeron Court, Dunvant
Fairwood	FA001	Land off Cilonnen Road, Three Crosses
Fairwood	FA002	The Abattoir, Wern, Three Crosses
Fairwood	FA003	Field west of Uplands Rugby Club
Fairwood	FA004	Land west of Gowerton Rd, Three Crosses
Fairwood	FA005	Land to the south of Three Crosses
Fairwood	FA006	Cwm Mawr Uchaf Farm, Three Crosses
Fairwood	FA007	Cefndraw Farm, Three Crosses
Fairwood	FA009	Cwm Mawr Isaf, Gowerton Rd, Three Crosses

Fairwood	FA012	Land off Tirmynydd Rd, Three Crosses
Fairwood	FA013	Land off Tirmynydd Rd, Three Crosses
Fairwood	FA015	Land adjoining Tirmynydd Rd (Part)
Fairwood	FA016	Land adjoining Joiners Road, Three Crosses
<i>Fairwood</i>	<i>FA017</i>	<i>Swansea Uplands RFC, Upper Killay</i>
Fairwood	FA020	Land adjoining Dunvant Road, Three Crosses
Gower	GW004	Land at Willow Cottage/Rocklea, Llanrhidian
Gower	GW005	Coed Y Dwr, Oldwalls
Gower	GW006	Land at Oldwalls
<i>Gower</i>	<i>GW008</i>	<i>The Countryman Hotel, Scurlage</i>
Gower	GW012	Land at Scurlage
<i>Gower</i>	<i>GW019</i>	<i>Land at Nicholaston</i>
<i>Gower</i>	<i>GW021</i>	<i>Filed 3855 Moor Lane, Llangennith</i>
Gowerton	GT001	Field No.0011, Cae Mansel Lane, Gowerton
Gowerton	GT005	Former Cefn Gorwydd Colliery, Gorwydd Rd (Part)
Gowerton	GT002	Land to south of 46 Cae Mansel Road, Gowerton
<i>Gowerton</i>	<i>GT008</i>	<i>Land at Park Road, Gowerton</i>
Killay North	KN002	Land at Cwm Llwyd, north of Hendrefoilan Road
Killay North	KN003	Land north of Hendrefoilan Road
Killay North	KN007	Craig y Bwldan Farm
Killay South	KS001	Land off Gower Rd (Part)
Kingsbridge	KB002	Land north of Garden Crescent (Part)
Kingsbridge	KB008	Land at Stafford Common, Gorseinon
Kingsbridge	KB009	Land south of A484, north of B4020
Kingsbridge	KB013	Land at Bryn Dafydd
Landore	LA003	Land between 182 - 204 Trewyddfa Road, Morriston
Landore	LA004	Land between 182 -204 Trewyddfa Road, Morriston
<i>Landore</i>	<i>LA009</i>	<i>Land at Cwm Level Tip, Cwm Level Road</i>
<i>Landore</i>	<i>LA010</i>	<i>Land at rear of Dinas Street</i>
Llangyfelach	LF003	Gors Wen Farm, Pantlasau
Llangyfelach	LF006	Land off Bryntywod
Llangyfelach	LF007	Land adjoining Cwm yn Llech, Pontlliw
<i>Llangyfelach</i>	<i>LF013</i>	<i>Land at Y Llwyni, Llangyfelach</i>
Llangyfelach	LF014	Pontarddulais Golf Club, Pontlliw
<i>Llansamlet</i>	<i>LS007</i>	<i>Six Pit, Nantyffin South</i>
Llansamlet	LS011	Land at Birchgrove Road, Birchgrove
Llansamlet	LS012	Land at Heol Las, Birchgrove
Llansamlet	LS014	Land at Tyn y Cae Road, Trallwn
<i>Llansamlet</i>	<i>LS017</i>	<i>Land at Rhyd-y-Felin, Trallwn</i>
Llansamlet	LS024	Petrol Station, Trallwn Road
Lwr Loughor	LL002	Land off The Croft, Castle Street
<i>Mawr</i>	<i>MA001</i>	<i>Ffordd Ellen, Craig Cefn Parc</i>
<i>Mawr</i>	<i>MA009</i>	<i>Land at Lon Y Felin, Garnswllt</i>
Mayals	MY001	Land south of Brynau Drive
Mayals	MY002	Land south of Clyne Farm
Mayals	MY003	Land at Clyne Wood
Mayals	MY007	Land at 3 Westport Avenue
Morriston	MR001	Land at Gwernfadog, north of Dee Place
Morriston	MR002	Land at Pant Lasau Rd, Holly House Farm

Morriston	MR003	Land at Heol Maes Eglwys, Holly House Farm,
Morriston	MR005	Land at Cawsi Farm, east of Morriston Hospital
Morriston	MR012	Land south of Pont Lasau Isaf Farm, Rhydybandy
Morriston	MR014	Land at Plas Bach Cottage, Ynysforgan
Morriston	MR016	Land at former Bwllfa Quarry, Clydach Rd
Mynyddbach	MB002	Land rear of Crwys Terrace / Knoyle Street
Mynyddbach	MB003	Land near Mynydd Garnllwyd Rd
Mynyddbach	MB008	Land at Leadfield, Caemawr Road
Newton	NE001	Land at Lady Housty House, Murton Lane
Newton	NE002	Land at Lady Housty House, Murton Lane
<i>Newton</i>	<i>NE010</i>	<i>Clifflands Nursing Home, Langland Road</i>
Oystermouth	OY011	Land at Higher Lane
Oystermouth	OY017	Land at Higher Lane
Oystermouth	OY018	Land at Higher Lane
Oystermouth	OY019	Land at Higher Lane
Penclawdd	PC002	Land off Church Lane
Penclawdd	PC003	Land off Hendy Road
Penclawdd	PC004	Land rear of football field, Gowerton Road,
Penclawdd	PC006	Land at New Road and Station Road, Llanmorlais.
Penclawdd	PC007	Land off New Road, Llanmorlais.
Penclawdd	PC008	Heol Las Field, Blue Anchor
Penclawdd	PC009	Fields at Wernffrwd, Llanmorlais
Penclawdd	PC010	Land adjoining 2 Hillside.
Penclawdd	PC011	Land at Ferndale House, Llanmorlais
<i>Pendery</i>	<i>PD022</i>	<i>Land at Caeconna Road</i>
<i>Pendery</i>	<i>PD031</i>	<i>Land at Mewslade Avenue</i>
<i>Pendery</i>	<i>PD035</i>	<i>Land at the Ravine, Portmead</i>
Pendery	PD037	Mynydd Cadle Common
Penllergaer	PG007	Land at Keepers Lodge, Penllergaer (Area 1)
Penllergaer	PG010	Land at Keepers Lodge, Penllergaer (Area 2)
Penllergaer	PG012	Mynydd Garngoch, off Gorseinon Road
Pennard	PN005	Land off Pennard Road and Old Kittle Road
Penyrheol	PY001	Land adj to 211 Pentre Road
Penyrheol	PY002	Land at Gwynfaen Farm
Penyrheol	PY003	Land at Pentrebach
Penyrheol	PY005	Land at Coalbrook Road
Penyrheol	PY006	Land adjacent to 19 Llannant Road
Penyrheol	PY008	Land adjacent to Coalbrook Road,
Penyrheol	PY009	Land off Pentre Road
Penyrheol	PY010	Land rear of Ty Rhosyn/ Long Oaks
Pontarddulais	PT001	Land Off Highland Terrace
Pontarddulais	PT003	Land off Glynhir Road
Pontarddulais	PT004	Land off Glynhir Road / Dantwyn Road,
Pontarddulais	PT005	Land off Dantwyn Road
Pontarddulais	PT009	Land west of Glynhir Rd
Pontarddulais	PT012	Land at Glynhir Road
Pontarddulais	PT013	Goppa Hill off Highland Terrace
Pontarddulais	PT014	'Gwaun Camffrwydd', Cefn Drum
Pontarddulais	PT016	Land off Bolgoed Road

Pontarddulais	PT018	Land south of Bolgoed Road
<i>Sketty</i>	<i>SK001</i>	<i>Bible College (Site A)</i>
<i>Sketty</i>	<i>SK002</i>	<i>Bible College (Site B)</i>
Sketty	SK016	Former Emmanuel School Playing Fields
Sketty	SK022	Hill House Hospital, Cockett Road
Sketty	SK026	Clyne Valley Country Park (Part)
Sketty	SK030	Land at Ty Nant, Cwm Farm Lane
<i>Sketty</i>	<i>SK032</i>	<i>Former Sketty Primary School</i>
<i>Sketty</i>	<i>SK033</i>	<i>Land off Bryn Derwen</i>
Sketty	SK034	Hill House, Cockett Road
<i>St Thomas</i>	<i>ST008</i>	<i>Margaret St Nursery</i>
St Thomas	ST016	Burrows Yard, north of Fabian Way
Townhill	TH002	Pentyla Playing Fields (Part)
<i>Townhill</i>	<i>TH004</i>	<i>Land at Seaview Primary School, Townhill</i>
<i>Townhill</i>	<i>TH005</i>	<i>Land at Heol Y Gors</i>
Upr Loughor	UL001	Fields 0053, 0062 & 1065 east of Waun Road
Upr Loughor	UL003	Land off Waun Road
Upr Loughor	UL005	Land off Waun Road
Upr Loughor	UL007	Land part of Fernol Ganol, Culfor Road
Upr Loughor	UL009	Land off Culfor Road
Upr Loughor	UL0011	Land off Waun Road
Upr Loughor	UL0012	Land between 20 and 26 Waun Road
Upr Loughor	UL0013	Land off Gwynfe Road
<i>Upr Loughor</i>	<i>UL0016</i>	<i>Gorseinon College, Ty Newydd</i>
<i>West Cross</i>	<i>WC001</i>	<i>Land at Castle Acre</i>
<i>West Cross</i>	<i>WC002</i>	<i>Land at Cedar Crescent</i>
<i>West Cross</i>	<i>WC003</i>	<i>Land at Heathwood Road</i>
<i>West Cross</i>	<i>WC004</i>	<i>Clyne Common (Part)</i>

*Withdrawn sites highlighted in italics*

*Part = part of site rejected/withdrawn*



**Joint Report of the Presiding Member, Monitoring Officer and  
Head of Democratic Services**

**Council – 12 August 2014**

**AMENDMENTS TO THE COUNCIL CONSTITUTION & TO THE  
COUNCILLORS HANDBOOK**

<b>Purpose:</b>	To make amendments in order to simplify, improve and / or add to the Council Constitution / Councillors Handbook.
<b>Policy Framework:</b>	None.
<b>Reason for Decision:</b>	A decision of Council is required to change the Council Constitution / Councillors Handbook.
<b>Consultation:</b>	Finance, Legal
<b>Recommendation(s):</b>	It is recommended that:
1)	The recommendations listed in each of the appendices be approved and adopted:  Appendix A - Family Absence for Councillors; Appendix B – Remote Attendance at Meetings; Appendix C – Lord Mayor and Deputy Lord Mayor Protocol.
<b>Report Author:</b>	Huw Evans
<b>Finance Officer:</b>	Carl Billingsley
<b>Legal Officer:</b>	Patrick Arran / Tracey Meredith

## 1. Introduction

- 1.1 In compliance with the Local Government Act 2000, the City & County of Swansea has adopted a Council Constitution. A number of issues have arisen since adoption and in order to maintain the aims, principles and procedures set out in Articles 1 and 15 of the Council Constitution, it is proposed that the amendments set out below should be made to the Constitution.
- 1.2 This report was considered by the Democratic Services Committee on 16 July 2014. The Committee recommended it to Council for adoption.

## 2. Delegated Minor Corrections to the Council Constitution

- 2.1 There are no delegated minor corrections to the Council Constitution.

### **3. Amendments to the Council Constitution**

3.1 This report outlines a number of suggested amendments to the Council Constitution. The amendments are within the following areas of the Council Constitution:

- a) Family Absence for Councillors - Part 2 “Article 5 – Chairing the Council”; Part 3 “Scheme of Delegation”; Part 3 “Terms of Reference” and Part 4 “Council Procedure Rules”
- b) Remote Attendance at Meetings - Part 4 “Council Procedure Rules”.

### **4. Amendments to the Councillors Handbook**

4.1 This report outlines a number of suggested amendments to the Councillors Handbook. The amendments are within the following areas of the Councillors Handbook.

- a) Election of Lord Mayor and Deputy Lord Mayor Protocol.

### **5. Equality and Engagement Implications**

5.1 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

### **6. Financial Implications**

6.1 There are no specific financial implications associated with this report.

### **7. Legal Implications**

7.1 There are no specific legal implications associated with this report. The amended version of the Council Constitution will be available at [www.swansea.gov.uk/Democracy](http://www.swansea.gov.uk/Democracy)

**Background Papers:** None.

#### **Appendices:**

Appendix A	Family Absence for Councillors
Appendix B	Remote Attendance at Meetings
Appendix C	Lord Mayor and Deputy Lord Mayor Protocol

**FAMILY ABSENCE FOR COUNCILLORS**

<b>Purpose:</b>	To inform Councillors of the implementation of new regulations which provide Councillors with an entitlement to 5 types of Family Absence. To amend the Council Constitution so as to support these new arrangements.
<b>Policy Framework:</b>	None.
<b>Reason for Decision:</b>	To comply with Part 2 “Family Absence for Councillors” of the Local Government (Wales) Measure 2011.
<b>Consultation:</b>	Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that:
1)	A Family Absence Complaints Committee be established;
2)	The Committee consist of 3 Councillors (which cannot include the Chair of Council (Presiding Member)) and be politically balanced;
3)	The Terms of Reference of the Family Absence Complaints Committee as outlined in <b>Appendix A2</b> of the report be adopted;
4)	The Terms of Reference of the Democratic Services Committee be amended to include the sentence as outlined in <b>Appendix A2</b> of the report;
5)	The Council Procedure Rules be amended so as to add a new procedure relating to “41 Family Absence for Councillor” as outlined in <b>Appendix A3</b> of this report and for the other Council Procedure Rules to be re-numbered accordingly;
6)	Any further required consequential amendments as outlined in <b>Appendix A2</b> a result of Family Absence for Councillors be made to the Council Constitution;
7)	Delegated authority be granted to the Head of Democratic Services to carry out the duties required under the Regulations.
<b>Report Author:</b>	Huw Evans
<b>Finance Officer:</b>	Carl Billingsley
<b>Legal Officer:</b>	Tracey Meredith

## 1. Introduction

- 1.1 The Local Government (Wales) Measure 2011 “The Measure” introduced a system of Family Absence for Councillors to enable those who have babies or become responsible for looking after children to be able to continue as Councillors with a recognised and legitimate absence, in an open fashion, rather than be potentially subject to criticism for not fulfilling their duties. This report seeks to enable the Family Absence element of the Measure.
- 1.2 The Independent Remuneration Panel for Wales Supplementary Report - Family Absence – 11 March 2014 is shown in **Appendix A1** sets out a Councillors entitlement to receive salaries during periods of family absence.
- 1.3 The regulations aim to encourage a greater diversity of people seeking to stand for election.

## 2. Family Absence - Part 2 of the Local Government (Wales) Measure 2011

- 2.1 The Measure provides that a Councillor who is entitled to a period of family absence may be absent from meetings of the Council during that period. If the Councillor is a member of the Executive, the Councillor may be absent from meetings of the Executive during that period.
- 2.2 The Measure also provides that a period of family absence is to be disregarded for the purpose of calculating the 6 consecutive month absence period under Section 85 of the Local Government Act 1972, which provides for the automatic vacation of the office of Councillor due to a failure to attend a meeting of an Authority for a period of 6 months.
- 2.3 The Measure creates an entitlement to five types of family absence:
  - a) **Maternity absence** - For the mother of a child, granted up to a maximum of 26 weeks;
  - b) **Newborn absence** - For the parent of a child other than the mother, for a period of up to 2 consecutive weeks to be taken within a period of 56 days beginning with the birth of a child;
  - c) **Adopter’s absence** - For the adopter of a child (whether individually or jointly with another person) for a period of up to 2 consecutive weeks;
  - d) **New adoption absence** - For the partner of an adopter or supporting the person who is to adopt the child for a period of up to 2 consecutive weeks;

- e) **Parental absence** - For a Councillor who becomes responsible for a child (and does not meet the conditions for newborn absence, adopter's absence or new adoption absence), for a period of up to 3 months.
- 2.4 The entitlement created by the Measure is subject to a Councillor satisfying conditions prescribed by Welsh Ministers in subsequent regulations. The Family Absence for Members of Local Authorities (Wales) Regulations 2013, "the Regulations", came into force on 5 December 2013.
- 2.5 The Explanatory Memorandum accompanying the Regulations explains that the Regulations enable the introduction of family absence entitlement for Councillors and that giving birth, adopting children or giving support to a partner in that position, is a legitimate reason for Councillors being unable to fulfil their duties and is an important equal opportunities reform.
- 3. Requirements to be satisfied when claiming Maternity Absence**
- 3.1 *For the purposes of section 24(1) of the Measure, the prescribed conditions are that:*
- (a) *No later than the end of 15 weeks before the expected week of childbirth, or, if that is not reasonably practicable, as soon as is reasonably practicable, the member has given written notice to the Head of Democratic Services of:*
    - (i) *That member's pregnancy;*
    - (ii) *The expected week of childbirth;*
    - (iii) *The date on which the member intends the maternity absence to start; and*
    - (iv) *The duration of the period of maternity absence the member intends to take, if less than 26 weeks;*
  - (b) *The member has, if requested to do so by the Head of Democratic Services, provided the Head of Democratic Services with a certificate from a registered medical practitioner or a registered midwife stating the expected week of childbirth;*
  - (c) *Where the member wishes to vary the start of the maternity absence which has been specified under paragraph (a)(iii), the member has given the Head of Democratic Services written notice of the new start date at least one week before the date specified under paragraph (a)(iii), or at least one week before the new date, whichever is the earlier, or, if that is not reasonably practicable, as soon as is reasonably practicable; and*

- (d) *Where the member wishes to vary the duration of the maternity absence, the member has given the Head of Democratic Services written notice of the new duration at least one week before the expected end of the period of absence in accordance with the duration specified under paragraph (a)(iv), or at least one week before the new intended end of the period of absence, whichever is the earlier, or if that is not reasonably practicable, as soon as is reasonably practicable.*

#### **4. Requirements to be satisfied when claiming Newborn Absence**

4.1 *For the purposes of section 25(1) of the Measure, the prescribed conditions are that the Member:*

- (a) *Is either:*
  - (i) *The child's father and has, or expects to have, responsibility for the upbringing of the child; or*
  - (ii) *Married to, the civil partner or the partner of the child's mother, but is not the child's father and has, or expects to have the main responsibility (apart from any responsibility of the mother) for the upbringing of the child; and*
- (b) *Gives the Head of Democratic Services written notice of the date the member intends the period of newborn absence to start.*
- (2) *A member is to be treated as having satisfied the condition in paragraph (1)(a)(ii) if that member would have satisfied the condition but for the fact that the child's mother has died.*
- (3) *A member is to be treated as having satisfied either of the conditions in paragraph (1)(a) if they would have satisfied the condition but for the fact that the child was stillborn after 24 weeks of pregnancy or has died.*

#### **5. Requirements to be satisfied when claiming Adopter's Absence**

5.1 *For the purposes of section 26(1) of the Measure, the prescribed conditions are that the Member:*

- (a) *Is the child's adopter; and*
- (b) *Gives the Head of Democratic Services written notice of the date the member intends the period of adopter's absence to start.*

**6. Requirements to be satisfied when claiming New Adoption Absence**

6.1 *For the purposes of section 27(1) of the Measure, the prescribed conditions are that the Member:*

- (a) Is married to, the civil partner or the partner of the child's adopter;*
- (b) Has, or expects to have, the main responsibility (apart from the responsibility of the adopter) for the upbringing of the child; and*
- (c) Gives the Head of Democratic Services written notice of the date the member intends the period of adopter's absence to start.*

**7. Requirements to be satisfied when claiming Parental Absence**

7.1 *For the purposes of section 28(1) of the Measure, the prescribed conditions are that the Member:*

- (a) Could not satisfy the prescribed conditions under Parts 2 to 4 of these Regulations;*
- (b) Has, or expects to have, responsibility for the care of a child;*
- (c) Provides the head of democratic services with written notice of:*
  - (i) Their intention to take parental absence;*
  - (ii) The date on which the member intends the parental absence to start;*
  - (iii) The duration of the intended parental absence; and*
  - (iv) Whether the absence is intended to be taken as a single period or as a series of absences;*
- (d) If requested to do so by the Head of Democratic Services, provides the Head of Democratic Services with evidence in relation to the extent of the responsibility for the child; and*
- (e) Where the parental absence is to be taken as a series of absences, gives the Head of Democratic Services advance written notice of the intended start date and duration of each period of parental absence.*

## **8. Record Keeping of Family Absence**

- 8.1 The Head of Democratic Services must maintain a record for at least 10 years from the date it is made of all:
- a) Notifications made by Councillors of periods of family absence; and
  - b) Periods of family absence taken by Councillors.
- 8.2 The Head of Democratic Services must inform the Chair of Council (Presiding Member), Leaders of each Political Group and the Chair of Democratic Services Committee that a Councillor intends taking a period of family absence.

## **9. Cancellation of Family Absence**

- 9.1 Paragraph 34 of the Regulations makes provision for the Council to cancel periods of family absence where the Head of Democratic Services has reasonable grounds to suspect that a Councillor is not entitled to the absence. In such circumstance, the Head of Democratic Services should inform the Local Authority and provide all relevant information so that the Authority can consider whether or not to cancel the Councillors period of family absence.
- 9.2 In order to satisfy this Regulation, it is proposed that the Democratic Services Committee be designated the body to determine whether or not the Councillors period of family absence should be cancelled.
- 9.3 If the Democratic Services Committee decides to exercise its power under Regulation 34, then the Head of Democratic Services must provide the Councillor with a written notice setting out:
- a) The decision to cancel or bring to an end a period of family absence; and
  - b) The date from which the Councillor must return from the period of family absence.
- 9.4 Where a Councillor has failed to return from a period of family absence on the date specified in the notice provided, the Authority may withhold that Councillor's Remuneration. It is proposed that this also be a matter for the Democratic Services Committee to consider.

## **10. Complaints against a decision to cancel Family Absence**

- 10.1 Regulation 35 makes provision for a Councillor to complain in writing to the Head of Democratic Services regarding a decision made to cancel a period of family absence.



- 10.2 The complaint must be received by the Head of Democratic Services within 28 days of the Councillor being notified of the Authority's decision.
- 10.3 The Head of Democratic Services must refer any complaint received within the period specified to the Chair of Council (Presiding Member).
- 10.4 Regulation 36 states that the Authority must appoint a Panel to determine any such complaints. The Panel must consist of 3 Councillors. The Chair of Council (Presiding Member) may not be appointed to the Panel.
- 10.5 It is proposed that a politically balanced, 3 member Family Absence Complaints Committee be established and that Council allows its membership to be determined by the relevant Political Group Leaders.
- 10.6 The Panel (Family Absence Complaints Committee) may:
  - a) Confirm the decision of the Local Authority (Democratic Services Committee); or
  - b) Substitute its own decision as to the Councillor's entitlement to a period of family absence in accordance with the Regulations;
- 10.7 The decision of the Panel (Family Absence Complaints Committee) is final.

## **11. Amendments to the Council Constitution**

- 11.1 Regulations 37 and 39 require the Council to amend its Standing Orders (Council Constitution) covering the matters contained within both Regulations.
- 11.2 Regulation 38 provides that a Councillor must obtain the permission of the Chair of Council (Presiding Member) before attending any meeting or performing any duty when on maternity or parental absence. He in turn must inform the Leaders of each Political Group before granting permission.
- 11.3 A Councillor may complain in writing to the Head of Democratic Services regarding any refusal by the Chair of Council (Presiding Member). The Head of Democratic Services must refer a complaint to the Chair of Council (Presiding Member).
- 11.4 A Panel must be constituted to determine any such complaint.
- 11.5 It is proposed that the Family Absence Complaints Committee consider such complaints.

- 11.6 The Panel (Family Absence Complaints Committee) may:
- a) Confirm the decision of the Chair of Council (Presiding Member);  
or
  - b) Substitute its own decision as to the Councillor attending any meeting or performing any duty.
- 11.7 The decision of the Panel (Family Absence Complaints Committee) is final.
- 11.8 Regulation 39 requires Standing Orders (Council Constitution) to make provision as to the extent of the duties, if any, which remain applicable to Councillors during a period of family absence.
- 11.9 The responsibilities of Councillors are complex, involving decision making and carrying out Scrutiny duties. In addition to their Council work, Councillors are often members of various other organisations such as School Governing Bodies, Community Centre Management Committees, other Public Sector Bodies, Third Sector Organisations and Community / Town Councillors. Councillors also undertake a significant amount of Electoral Division duties acting on behalf of local groups or representing residents etc. It is therefore extremely difficult to specify clearly which meetings or activities a Councillor could undertake.
- 11.10 For Maternity Absence or Parental Absence the duties applicable shall be those determined by the Chair of Council (Presiding Member) or the Family Absence Complaints Committee (in the event of an appeal). For all other types of Family Absence it shall be such duties as the individual Councillor concerned chooses to undertake in consultation with the Chair of Council (Presiding Member).
- 11.11 The proposed terms of reference of the Family Absence Complaints Committee are set out in **Appendix A1**.
- 11.12 The proposed amendments to the Council Procedure Rules are set out in **Appendix A2**.

## **12. Equality and Engagement Implications**

- 12.1 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

## **13. Financial Implications**

- 13.1 All costs associated with this report will be met from within existing budgets.

## **14. Legal Implications**

14.1 None.

### **Background Papers:**

- Local Government (Wales) Measure 2011

### **Appendices:**

<b>Appendix A1</b>	Independent Remuneration Panel for Wales Supplementary Report - Family Absence – 11 March 2014.
<b>Appendix A2</b>	Amendments / Additions to the Council Constitution.
<b>Appendix A3</b>	Amendment to Council Procedure Rules – “41. Family Absence for Councillors”.

**Independent Remuneration Panel for Wales Supplementary Report  
Family Absence – 11 March 2014**

Dear Colleague

1. This constitutes a final Supplementary Report of the Independent Remuneration Panel for Wales (the Panel) in accordance with Section 147 of the Local Government Measure (Wales) 2011 (the Measure). It relates to payments made to elected members of County and County Borough Councils who have been granted Family Absence by their respective local authority.
2. In November 2013 the National Assembly for Wales approved the regulations relating to Family Absence for elected members of principal local authorities in Wales. The Panel has considered the implications of these regulations on the remuneration of such members who are taking absence from their role as a member under the terms set out in the regulations. The Panel, after taking account of responses to the draft of this Report, has concluded that:
3. Generally, a decision taken by a principal authority under these regulations which relates to a member who is a basic salary holder is not a matter for the Panel, as the Panel considers that the current statutory position in respect of the absence of a member (the “six month rule”) coincides with the maximum period of absence set out in the regulations.

Therefore a member taking Family Absence would be entitled to retain the basic salary.

Nevertheless, there could be instances where the member concerned has already accumulated absences prior the commencement of an agreed Family Absence. The determinations set out below take account of such a situation.

4. However, the Panel considers that senior salary holders potentially would be affected by absences that are within the terms of the regulations. The determinations set out the arrangements in such cases.

**Determinations**

- a) A member is entitled to retain a basic salary when taking family absence under the regulations irrespective of the attendance record immediately preceding the commencement of the family absence.

- b) When a senior salary holder is eligible for family absence, he/she will be able to continue to receive the salary for the duration of the absence. It is a matter for the authority to decide whether or not to make a substitute appointment.
- c) The member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary, if the authority so decides.
- d) If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the Panel's Annual Report, an addition to the maximum will be allowed for the duration of the substitution.

However, this will not apply to the Isle of Anglesey or Merthyr Tydfil Councils if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances.

- e) When an authority agrees a paid substitution for family absence, the Panel must be informed, within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution.
- f) The schedule of remuneration must be amended to reflect the implication of the family absence.

Yours sincerely

Richard Penn

Chair

## Amendments / Additions to the Council Constitution

### Part 2 - Article 5 “Chairing the Council”

Add the following to Paragraph 5.1 of Article 5.

“To undertake the requirements of the Local Government (Wales) Measure 2011 and the Family Absence for Members of Local Authorities (Wales) Regulations 2013”.

### Part 3 - “Scheme of Delegation”

Add the following to Paragraph 1.3.13 “Local Choice Functions”.

No	Function	Provision of Act or Statutory Instrument	Delegated To
J10	Family Absence	Local Government (Wales) Measure 2011 and The Family Absence for Members of Local Authorities (Wales) Regulations 2013	Council

### Part 3 - Proposed Terms of Reference for the Family Absence Complaints Committee

- “i) To determine a complaint made by a Councillor regarding the cancellation or bringing to an end a period of family absence by the Authority;
- ii) To determine any such complaint in accordance with Regulation 36 of the Family Absence for Members of Local Authorities (Wales) Regulations 2013;
- iii) To determine a complaint made by a Councillor on maternity absence or parental absence regarding a decision made by the Chair of Council (Presiding Member) as to the Councillor attending any meeting or performing any duty;
- iv) To determine any such complaint in accordance with Regulation 38 of the Family Absence for Members of Local Authorities (Wales) Regulations 2013”.

### Part 3 - Proposed Additions to the Terms of Reference of the Democratic Services Committee

- “5) To determine whether or not the Councillors period of family absence should be cancelled in accordance with Regulation 34 of the Local Government (Wales) Measure 2011.
- 6) To determine whether or not to withhold a Councillor’s Remuneration should they fail to return following period of family absence on the date specified in the notice provided”.

**Amendment to Part 4 “Council Procedure Rules”**

**41. Family Absence for Councillors**

The Local Government (Wales) Measure 2011 provides Councillors with legal entitlement to periods of Family Absence. The Local Authorities (Wales) Regulations 2013 require Local Authorities to have standing orders securing requirements contained within Regulations 38 and 39.

- a) A Councillor on maternity absence or parental absence may, subject to paragraphs 41b) to 41f) below:
  - i) Attend particular meetings;
  - ii) Attend particular descriptions of meetings;
  - iii) Perform particular duties; or
  - iv) Perform duties of a particular description.
- b) The Councillor must obtain the permission of the Chair of Council (Presiding Member) before attending any meeting or performing any duty.
- c) The Chair of Council (Presiding Member), must inform the Leaders of each Political Group of the Council before granting permission under paragraph 41b) above.
- d) A Councillor may complain in writing to the Head of Democratic Services regarding a refusal of permission under paragraph 41b) above.
- e) The Head of Democratic Services must refer a complaint under paragraph 41d) above to the Chair of Council (Presiding Member).
- f) The Family Absence Complaints Committee must determine a complaint made under paragraph 41d) above.
- g) The Family Absence Complaints Committee may:
  - i) Confirm the decision of the Chair of Council (Presiding Member) made under paragraph 41b) above; or
  - ii) Substitute its own decision as to the Councillor attending any meeting or performing any duty.
- h) For Maternity Absence or Parental Absence the duties applicable shall be those determined by the Chair of Council (Presiding Member) or the Family Absence Complaints Committee (in the event of an appeal). For all other types of family absence it shall be such duties as the individual Councillor concerned chooses to undertake in consultation with the Chair of Council (Presiding Member).

**REMOTE ATTENDANCE AT COUNCIL MEETINGS**

<b>Purpose:</b>	To inform Councillors of the provisions of Section 4 “Remote Attendance at Meetings” of the Local Government (Wales) Measure 2011 and to make any necessary amendments to the Council Constitution.
<b>Policy Framework:</b>	None.
<b>Reason for Decision:</b>	To comply with Section 4 “Remote Attendance at Meetings” of the Local Government (Wales) Measure 2011.
<b>Consultation:</b>	Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that:
1)	The provisions of Section 4 of the Local Government (Wales) Measure 2011 and associated guidance be noted;
2)	The provision of Remote Attendance be not implemented at this time:
3)	The Head of Democratic Services in consultation with the Head of Legal, Democratic Services and Procurement and Presiding Member make all necessary amendments to the Council’s Constitution.
<b>Report Author:</b>	Huw Evans
<b>Finance Officer:</b>	Carl Billingsley
<b>Legal Officer:</b>	Tracey Meredith

**1. Introduction**

- 1.1 The Local Government (Wales) Measure 2011 “The Measure” introduced the possibility of remote attendance at Council meetings. This was intended to make it easier for those who, for instance, may have to travel long distances, those with domestic responsibilities and those in employment to attend.
- 1.2 Statutory guidance made under Section 4 of the Measure has now been issued. This guidance is shown at **Appendix B1**.

**2. Section 4 “Remote Attendance at Meetings” of the Measure**

- 2.1 Section 4 “Remote Attendance at Meetings” of the Local Government (Wales) Measure 2011 states:



- a) *Section 4 provides that attendance at a Council Meeting is not limited to a meeting of persons who are all present in the same place. By “Council meeting” the guidance includes any Committee or Sub Committee of the Council as well as the full Council itself. However, the section places certain limitations as to what constitutes remote attendance.*
- b) *Any Councillor attending a meeting remotely (“Remote Attendee”) must, when they are speaking, be able to be seen and heard by the Councillors who are attending the meeting at the place where the meeting is held (“Councillors in Actual Attendance”) and the Remote Attendee must, in turn, be able to see and hear those in actual attendance. In addition, a Remote Attendee must be able to be seen and heard by, and in turn see and hear any members of the public entitled to attend the meeting and who exercise a right to speak at the meeting. If there is more than one remote location, all the Councillors attending remotely must be able to hear, but not necessarily see the other Remote Attendees.*
- c) *Meetings can only take place remotely if not prohibited by the Local Authority’s Standing Orders / Rules of Procedure. It is therefore up to each Local Authority to decide whether it wishes to make Remote Attendance available. The Standing Orders / Rules must also secure that any meeting with Remote Attendees is not quorate if there are less than 30% of those eligible to attend present at the main meeting place. Authorities may set a higher quota for attendance at the main meeting place if they wish.*
- d) *Each Local Authority may make other Standing Orders / Rules in relation to Remote Attendance at Meetings and must have regard to any guidance given by Welsh Ministers. Our intention is to publish this guidance at the same time as the section of the Measure is brought into force.*

### **3. What is Remote Attendance?**

- 3.1 Remote Attendance allows Councillors to attend a Council Meeting without having to be present at the published meeting place. This is achieved by a form of video conferencing subject to certain limitations. In particular, any Councillor attending a meeting remotely must, when speaking, be able to be seen and heard by those Councillors in actual attendance. In addition, members of the public taking part in a Committee meeting must be able to be seen and heard by the remote attendees and vice versa. Finally, if Remote Attendees are at more than one remote location, all the Councillors attending remotely must be able to at least hear the other remote attendees.

3.2 In practice, the Remote Attendance requirements are very specific and will be technically difficult to achieve. The Welsh Government acknowledges that there are technical and staffing implications associated with the implementation of Remote Attendance as Councillors could attend remotely from a Council Office or any other location with the correct IT equipment and sufficient broadband connection.

3.3 The need to recognise equality between the Welsh and English languages also has great significance when considering Remote Attendance. If the City and County of Swansea chose to utilise the provision of Remote Attendance then it would have to ensure that its use was in compliance with the Welsh Language Scheme.

#### **4. Is Remote Attendance at Meetings relevant within the City and County of Swansea?**

4.1 As stated above, the Measure introduced the possibility of remote attendance at Council meetings. The issue of Remote Attendance at Meetings is discretionary. This was intended to make it easier for those who, for instance, may have to travel long distances, those with domestic responsibilities and those in employment to attend.

4.2 Remote Attendance may be of particular interest to large rural local Authorities such as Ceredigion and Powys where Councillors are required to travel long distances to attend Council Meetings. For geographically Large Authorities, Remote Attendance will allow a significant reduction in travel time and expenses for Councillors and, in the longer term, may encourage under represented groups to consider standing as a Councillor.

4.3 However, the City and County of Swansea does not have significant geographical challenges. The Authority is relatively geographically small with good road and rail links. Councillors are able to travel to the Civic Centre within a reasonable time regardless of their home address. Therefore, there appear to be little benefit for Swansea to utilise Remote Attendance balanced against the cost of implementing it and maintaining it.

4.4 Additionally, there is currently no known demand for Remote Attendance by Councillors of the City and County of Swansea.

#### **5. Amendments to the Council Constitution**

5.1 The final Statutory Guidance from Welsh Government provides that *“Meetings can only take place remotely if not prohibited by the Local Authority’s Standing Orders / Rules of Procedure. It is therefore up to each Local Authority to decide whether it wishes to make Remote Attendance available.*

5.2 It is therefore proposed that a paragraph be added to the Council Procedure Rules stating that the Authority prohibits Remote Attendance at Meetings.

## **6. Equality and Engagement Implications**

6.1 The principles of remote attendance fit well with equalities requirements by allowing Councillors, who may fall under one or more of the protected characteristics, greater access to meetings, as noted in section 4 above.

6.2 Due to the City and County of Swansea not having significant geographical challenges, as the Authority is relatively geographically small with good road and rail links. Councillors are able to travel to the Civic Centre within a reasonable time regardless of their home address. In addition to this, Councillors generally have a very high attendance level, therefore, there appear to be little benefit for Swansea to utilise Remote Attendance balanced against the cost of implementing it and maintaining it.

6.3 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

## **7. Financial Implications**

7.1 All costs associated with this report will be met from within existing budgets.

## **8. Legal Implications**

8.1 The recommendations within the report comply with the requirements of Section 4 of the Local Government (Wales) Measure 2011.

### **Background Papers:**

- Local Government (Wales) Measure 2011 and associated guidance.

### **Appendices:**

<b>Appendix B1</b>	Statutory guidance made under Section 4 of the Measure.
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**Statutory Guidance made under Section 4 of the Local Government (Wales) Measure 2011 - Remote Attendance at Council Meetings**

1. Part 1 of the Local Government (Wales) Measure 2011 (“the Measure”) was intended to strengthen local democracy by, in particular, introducing reforms which support councillors outside of the executive or executive members when acting in a non-executive capacity. One of these reforms, at section 4 of the Measure, was the introduction of the possibility of remote attendance at council meetings. This was intended to make it easier for those who, for instance, may have to travel long distances, those with domestic responsibilities and those in employment to attend.
2. This guidance is statutory guidance under section 4(6) of the Measure, to which a local authority must have regard, in relation to meetings of an authority attended remotely in accordance with section 4.

What section 4 of the Measure says

3. Section 4 provides that attendance at a council meeting is not limited to a meeting of persons who are all present in the same place. By “council meeting” we include any committee or sub-committee of the council as well as the full council itself. However, the section places certain limitations as to what constitutes remote attendance.
4. Any member attending a meeting remotely (“remote attendee”) must, when they are speaking, be able to be seen and heard by the members who are attending the meeting at the place where the meeting is held (“members in actual attendance”) and the remote attendee must, in turn, be able to see and hear those in actual attendance. In addition, a remote attendee must be able to be seen and heard by, and in turn see and hear any members of the public entitled to attend the meeting and who exercise a right to speak at the meeting. If there is more than one remote location, all the members attending remotely must be able to hear – but not necessarily see – the other remote attendees.
5. Meetings can only take place remotely if not prohibited by the local authority’s standing orders/rules of procedure. It is therefore up to each local authority to decide whether it wishes to make remote attendance available. The standing orders/rules must also secure that any meeting with remote attendees is not quorate if there are less than 30% of those eligible to attend present at the main meeting place. Authorities may set a higher quota for attendance at the main meeting place if they wish.

6. Each local authority may make other standing orders/rules in relation to remote attendance at meetings and must have regard to any guidance given by Welsh Ministers. Our intention is to publish this guidance at the same time as the section of the Measure is brought into force.

#### Supporting remote attendance

7. The Welsh Government accepts that there are technical and staffing implications connected with the introduction of remote attendance. Where a number of councillors are expected to attend remotely at the same location, probably though not necessarily in a different council office from the place where the meeting is held, there may be a need for an officer to be present, both to support the members attending remotely but also to ensure that the equipment needed for remote attendance to function is operating correctly.
8. Local authorities will need to decide whether or not they wish to permit members of the public to be able to be present at a remote location. If so, an officer presence may be required to make arrangements for them.
9. There will clearly be a need to provide appropriate training for officers who might become involved in remote attendance, both to familiarise them with the requirements of the legislation and to cover the practical issues involved. The WLGA should be able to assist in this process.
10. The need to recognise equality between the Welsh and English languages has great significance when considering remote attendance. Local authorities will have their own Welsh language schemes but it is likely that facilities will exist – or could be made available – to cater for members who are unable to understand Welsh. It will be for each authority to ensure that any use of remote attendance is in keeping with their Welsh Language Scheme.
11. It is also important for authorities to ensure that the needs of any disabled members are taken into account when considering the practicality of a remotely attended meeting.
12. It is proposed that standing orders should contain a provision that members should, whenever possible, be able to participate at a remotely attended meeting in either Welsh or English. However, it is the Welsh Government's policy that remote attendance should not be permitted if, for technical or other reasons, it would not be possible to provide simultaneous interpretation for non-Welsh speakers attending a meeting where both Welsh and English will be used. As such, local authorities may wish to ask members to note their language preference (in terms of speaking at meetings) and whether or not they would require simultaneous interpretation should any other participant speak in Welsh.

13. The Welsh Government does not take for granted that local authorities will possess the equipment or technological know-how to make remote attendance work to suit everyone. Someone attending remotely at home or work may have bandwidth limitations which affect their ability to take part fully. Local authorities will need to decide for themselves the extent to which they will invest or assist members to have the necessary facilities to attend remotely.
14. There are times when council meetings are not open to the public, when confidential, or “exempt” issues – as defined in Schedule 12A of the Local Government Act 1972 – are under consideration. It would be important to ensure that there are no members of the public at remote locations able to hear or see the proceedings during such meetings. Any member in remote attendance who failed to disclose that there were in fact persons present who were not so entitled would be in breach of their Code of Conduct responsibilities.
15. Local authority standing orders can determine which types of meetings can be attended remotely. In the first instance, practical issues might dictate that the number of meetings which could enjoy this facility would be quite limited, though over time it would be hoped that the number of meetings where remote attendance were possible would increase.
16. The Measure requires that, for a remotely attended meeting to be quorate, a certain proportion of councillors must be in actual attendance at the meeting. Should this be disturbed by members in actual attendance at the main meeting place leaving the meeting before it is finished, bringing about a higher than permitted proportion of councillors attending remotely, the chair would have no choice but to close the meeting.
17. Standing orders should also make provision about what should happen if a technical difficulty results in the breakdown of the communications facility. Such occurrences are not unknown in video conferenced meetings. If this occurred, it is the Welsh Government’s view that the chair should declare a recess while the fault is addressed. If necessary, the meeting would have to be abandoned and the meeting should not continue without the involvement of the remote members. Standing orders could, however, make different provision for different types of meetings etc., for example that a meeting taking an urgent decision or one which is time-limited, might either not be allowed to take place with remote attendees or that the meeting would proceed in the event of a communications failure, so that those attending remotely would be aware and accept that the meeting would continue and a vote would be taken without their attendance in the event of a communications failure.

18. Finally, there is the issue of voting. Local authorities will have to build into standing orders arrangements to provide for voting to take place simultaneously at the main and remote location(s). It may not always be possible for remotely attending members to vote electronically even if that is the norm in council meetings. Standing Orders will need to cover this issue so that chairs of meetings are aware of the correct procedure to follow.

## Appendix C

### LORD MAYOR AND DEPUTY LORD MAYOR PROTOCOL

<b>Purpose:</b>	To ensure that there are clear procedures in place for most aspects relating to the Lord Mayor and Deputy Lord Mayor.
<b>Policy Framework:</b>	None.
<b>Reason for Decision:</b>	To clarify procedure relating to Lord Mayor and Deputy Lord Mayor.
<b>Consultation:</b>	Legal, Finance.
<b>Recommendation:</b>	It is recommended that:
1)	The Lord Mayor and Deputy Lord Mayor Protocol as outlined in <b>Appendix C1</b> of the report be approved and adopted and be placed within the Councillors Handbook;
2)	The Election of Lord Mayor and Deputy Lord Mayor Protocol be deleted and removed from the Councillors Handbook.
<b>Report Author:</b>	Huw Evans
<b>Legal Officer:</b>	Patrick Arran
<b>Finance Officer:</b>	Carl Billingsley
<b>Access to Services:</b>	Euros Owen

#### 1. Introduction

- 1.1 The “Election of Lord Mayor and Deputy Lord Mayor Protocol” has been in place for some years and has only had some light touch improvements over that period.
- 1.2 Following a recent root and branch review of the Protocol, a number of areas have been added, so as to ensure that the Protocol covers a wider range of issues that may arise in relation to the Lord Mayor and Deputy Lord Mayor.
- 1.3 Those issues relate to:
- i) Adding the Letters Patent which granted Swansea Lord Mayor Status;
  - ii) An eligibility paragraph for becoming Lord Mayor / Deputy Lord Mayor;



- iii) A protocol for determining who becomes Lord Mayor / Deputy Lord Mayor when Councillors share the same period of service;
- iv) A section ensuring that in the year of a Local Government Election, additional names are considered for appropriateness;
- v) An addition to the Terms of Deferment of a term of Office;
- vi) A section on the behaviour of the Lord Mayor / Deputy Lord Mayor;
- vii) A section on the behaviour of the Lord Mayors Consort / Deputy Lord Mayors Consort or Lady Mayoress / Deputy Lady Mayoress.

## **2. Equality and Engagement Implications**

- 2.1 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

## **3. Financial Implications**

- 3.1 There are no financial implications associated with this report.

## **4. Legal Implications**

- 4.1 There are no financial implications associated with this report.

## Lord Mayor and Deputy Lord Mayor Protocol

### 1. Introduction

1.1 On 22 March 1982, HM Queen Elizabeth II graciously granted to the City of Swansea letters patent which elevated the status of the Mayor to that of Lord Mayor. The Unitary Authority of the City and County of Swansea which came into being on 1 April 1996 was successful in having both the City and Lord Mayor status re-bestowed on 29 March 1996.

1.2 The actual wording of the letters patent is shown below:

*“Elizabeth the Second by the Grace of God of the United Kingdom of Great Britain and Northern Ireland and of our other Realms and Territories Queen Head of the Commonwealth Defender of the Faith To all to whom these presents shall come, Greeting. Know ye that our will and pleasure is and We do hereby declare and ordain that from and after the date of these presents the Mayor of the City of Swansea and his successors in office shall be styled entitled and called LORD MAYOR OF SWANSEA And we do hereby authorise and empower the Mayor of the City of Swansea and his successors in office henceforth at all times to assume and use and to be called and to be named by the style title and appellation of Lord Mayor of Swansea and to enjoy and use all and singular the rights privileges and advantages to the degree of a Lord Mayor in all things duly and or right belonging. In witness whereof we have caused these our letters to be made patent. Witness Ourselves at Westminster the twenty second day of March in the thirty first year of our reign”.*

1.3 The Lord Mayor and Deputy Lord Mayor Protocol aims to cover all aspects relating to the eligibility, nomination and behaviour of the Lord Mayor / Deputy Lord Mayor.

### 2. Eligibility to be Lord Mayor / Deputy Lord Mayor

2.1 For the period that a person is elected as Lord Mayor / Deputy Lord Mayor, they must remain a Councillor of the City and County of Swansea.

2.2 From the moment that the person ceases to be a Councillor of the City and County of Swansea, they automatically also cease to be the Lord Mayor / Deputy Lord Mayor.

- 3. Formal Procedure and Criteria for the Nomination of Lord Mayor and Deputy Lord Mayor**
- 3.1 Councillors must satisfy the following criteria prior to being nominated as Deputy Lord Mayor / Lord Mayor.
- i) Candidates for the position of Lord Mayor and Deputy Lord Mayor must be members of the Council.
  - ii) Councillors shall be elected to the position of Deputy Lord Mayor and Lord Mayor based on their total length of service with the City and County of Swansea Council and its predecessor Authorities. **Appendix D** (The List) highlights the “Councillors Total Length of Service with the City and County of Swansea and each of its predecessor Authorities” (As at Date Printed on **Appendix D**). **Please Note that Appendix D is not appended.**
  - iii) Simultaneous service on more than one of the City and County of Swansea Council’s predecessor Authorities will count as one period of service i.e. If a Councillor was an Elected Member with Lliw Valley Borough Council and West Glamorgan County Council during 1990-1994, only 4 years would be counted towards the Councillors total length of service during that time.
  - iv) If a Councillor has broken service with the City and County of Swansea Council or any of its predecessor Authorities, then the time of each of the periods of service will be added together in order to establish the total length of service. For details of a Councillors Period(s) of Service with the City and County of Swansea and its predecessor Authorities, please refer to [www.swansea.gov.uk/councillors](http://www.swansea.gov.uk/councillors)
  - v) If a Councillor has accrued service with another Authority, then that time will not be counted, as the time has not been spent representing the people of the City and County of Swansea Council.
  - vi) A Councillor would only be honoured with the title Deputy Lord Mayor and Lord Mayor once.
- 3.2 If there are more than 1 Councillors with exactly the same length of service, then the nomination will be determined as follows:
- i) Between the Councillors involved;
  - ii) The drawing of lots between the Councillors involved.

#### **4. Consultation with Political Group Leaders and their Deputies**

4.1 The Head of Democratic Services shall consult with the Political Group Leaders and their Deputies via e-mail asking them to:

- i) Determine whether candidates meet the criteria set out in Paragraph 3 above;
- ii) Discuss the appropriateness of the candidates nominated for the role of Deputy Lord Mayor and Lord Mayor.

4.2 If the Head of Democratic Services receives:

- i) A unanimous decision that the Candidates meet the criteria set out in Paragraph 3 above and that the Candidates are suitable for the role of Lord Mayor or Deputy Lord Mayor then the Head of Democratic Services shall present a report to Council outlining this view recommending their Election as Lord Mayor Elect and Deputy Lord Mayor Elect accordingly;
- ii) A split decision that one or both Candidates do not meet the criteria set out in Paragraphs 3 above and / or that one or both Candidates are not suitable for the role of Lord Mayor or Deputy Lord Mayor then a meeting of the Constitution Working Group be arranged to consider the issue. This only applies to the Candidate found not to meet the criteria or found not to be appropriate for the role of Lord Mayor Elect and Deputy Lord Mayor Elect.”

#### **5. The Constitution Working Group subject to Paragraph 4 above will:**

5.1 Determine whether candidates meet the criteria set out in Paragraph 3 above;

5.2 Discuss the appropriateness of the candidates nominated for the role of Deputy Lord Mayor and Lord Mayor.

5.3 If a candidate is deemed appropriate for the role of Deputy Lord Mayor / Lord Mayor then the Constitution Working Group shall present a report to Council recommending one candidate for the role of Deputy Lord Mayor and one candidate for the role of Lord Mayor based on the total length of time served by a Councillor.

5.4 If a candidate is deemed inappropriate for the role of Deputy Lord Mayor / Lord Mayor, the Constitution Working Group shall discuss what (if any) sanctions that will be imposed based on the following questions:

- a) Was the Councillor found in serious breach of the Councillors Code of Conduct?

If yes, then the exclusion from holding the office of Deputy Lord Mayor / Lord Mayor will be for a minimum mandatory period of 5 years or permanent removal from “the list”. The Constitution Working Group may extend this period if it deems the severity of the breach such. The period cannot be shortened.

- b) Was the Councillor found in minor breach of the Councillors Code of Conduct or carried out general inappropriate action(s) not involving a breach of the Councillors Code of Conduct?

If yes, the Constitution Working Group will decide on the severity and relevance of the breach of the Councillors Code of Conduct or the degree of inappropriate action.

It shall apply such deferral of office as it, in its absolute discretion, considers appropriate. As a guide such deferral of office may include exclusion from holding the office of Deputy Lord Mayor / Lord Mayor for any period up to 4 years.

- c) Was the Councillor found to have carried out inappropriate actions or other serious misbehaviour regarding the office of Lord Mayor / Deputy Lord Mayor not involving a breach of the Councillors Code of Conduct?

If yes, then the exclusion from holding the office of Deputy Lord Mayor / Lord Mayor will be for a suggested period of 4 years. The Constitution Working Group may increase or decrease this period if it deems appropriate.

- 5.5 What is a serious or minor breach of the Councillors Code of Conduct will be a matter to be determined by the Constitution Working Group on the facts of each particular case.

- 5.6 The exclusion period will be for the period starting with the final determination of the breach of the Councillors Code of Conduct for paragraphs 5.4 a) and 5.4 b) and the determination of the Constitution Working Group for paragraph 5.4. c).

- 5.7 If a Councillor has acted in the role of Deputy Lord Mayor and is deemed to be inappropriate prior to commencing the role of Lord Mayor, then s/he shall serve the exclusion period outlined above and at the end of the period undertake the role of Lord Mayor.

- 5.8 Once a Councillor has completed a period of suspension they will be placed on “the list” in accordance with their seniority.

- 5.9 In the **year of a Local Government Election**, it is possible that the next Councillor in line for the role of Lord Mayor / Deputy Lord Mayor either chooses not to stand for re-election or fails to get re-elected. In order to attempt to overcome this, the Constitution Working Group shall apply the appropriateness test to the next 5 Councillors in the list (**Appendix D**) who have confirmed that they intend standing in order to seek re-election. **Please Note that Appendix D is not appended.**
- 5.10 The appropriateness test for these other Councillors will only be a measure of their appropriateness at this current point in time. They will be the subject of a further appropriateness test if they are not elected to the role of Lord Mayor / Deputy Lord Mayor.

## **6. Constitution Working Group Report to Council**

- 6.1 Council shall receive the report of the Constitution Working Group regarding nominations for the Deputy Lord Mayor and Lord Mayor. The report shall nominate one Councillor for the role of Deputy Lord Mayor and one Councillor for the role of Lord Mayor.
- 6.2 In the year of a **Local Government Election**, there will be a third and fourth recommendation seeking a resolution to name the next 5 Councillors as being eligible should the initial nominations fail to be re-elected. These additional 5 Councillors shall be appointed in line with the Protocol.
- 6.3 When a Councillor is elected to the position of Deputy Lord Mayor, then that person would become Lord Mayor the following municipal year, subject to Paragraph 5.4 b) and 5.4 c) above.

## **7 Role of Council**

- 7.1 Council will receive the report of the Constitution Working Group regarding nominations for the Deputy Lord Mayor and Lord Mayor. It shall consider whether to accept the recommendations of the Constitution Working Group or not.
- 7.2 In the year of a **Local Government Election**, Council shall also be asked to accept the nominations of the next 5 Councillors under the Protocol in order to have an automatic fall-back position should the initial nominations fail to be re-elected. The automatic fall-back would mean that the next eligible Councillor who had been subjected to and passed the appropriateness test by the Constitution Working Group would be elected to the position of Lord Mayor / Deputy Lord Mayor as necessary.

7.3 Should Council not accept the recommendations of the Constitution Working Group, then the matter should be deferred to either the next Ordinary meeting of Council or to an Extraordinary meeting of Council in order for the appropriateness test to be considered for the next Councillor in line based on length of service by the Constitution Working Group.

## **8. Deferment of Term of Office**

8.1 If a Councillor chooses to defer their term of office, then it would only be allowed in exceptional circumstances and subject to approval from all Political Group Leaders e.g. in the case of illness of the Councillor or close member of their family.

8.2 If the Leader of the Council is scheduled to be Lord Mayor then the Leader of the Council shall have the opportunity to defer his / her term of office for as long as they deem necessary.

## **9. Behaviour of Lord Mayor / Deputy Lord Mayor during their Term of Office**

9.1 Should the behaviour of the Lord Mayor / Deputy Lord Mayor be brought into question during their term of office, then the behaviour should be reported to the Chief Executive, the Monitoring Officer, the Head of Democratic Services and to the relevant Political Group Leader.

9.2 However, if the alleged behaviour is considered to be a breach or potential breach of the Councillors Code of Conduct then the complainant should refer the matter to the Public Services Ombudsman for Wales or Police as appropriate.

9.3 The allegation will be passed to the Constitution Working Group for them to consider whether it requires any immediate action to be taken. The Group may also determine any sanction to be imposed (if any) pending the outcome of the Ombudsman's or Police investigation (if any).

## **10. Suspension from Office as a Councillor**

10.1 Should a Councillor be suspended from the Office of Councillor for a period of time following a breach of the Councillors Code of Conduct, the following actions are to be followed:

10.1.1 Suspension is for a period **Less** than the remaining term of office of the Lord Mayor / Deputy Lord Mayor

i) The issue shall be automatically referred to the Constitution Working Group for it to consider what action, if any should be taken.

10.1.2 Suspension is for a period **Longer** than the remaining term of office of the Lord Mayor / Deputy Lord Mayor

i) The Councillor will cease to serve as Lord Mayor / Deputy Lord Mayor with immediate effect.

10.2 The Constitution Working Group reserves the right to amend the sanction as it sees fit.

**11. Behaviour of Lord Mayor's Consort, / Deputy Lord Mayor's Consort, Lady Mayoress / Deputy Lady Mayoress during their Term of Office**

11.1 Should the behaviour of the Lord Mayor's Consort, / Deputy Lord Mayor's Consort, Lady Mayoress / Deputy Lady Mayoress be brought into question during their term of office, then the behaviour should be reported to the Chief Executive, the Monitoring Officer, the Head of Democratic Services and to the relevant Political Group Leader.

11.2 The allegation(s) will be passed to the Constitution Working Group for them to consider whether it requires any immediate action to be taken. Action could include suspending the individual for a period of time or seeking a Council resolution to remove the individual from Office.

**Huw Evans – Head of Democratic Services  
25 June 2014**



## Joint Report of the Presiding Member, Monitoring Officer and Head of Democratic Services

Council – 12 August 2014

### AMENDMENTS TO THE COUNCIL CONSTITUTION – SWANSEA STUDENT LIAISON FORUM

<b>Purpose:</b>	To make amendments in order to simplify, improve and/or add to the Council Constitution.
<b>Policy Framework:</b>	None.
<b>Reason for Decision:</b>	A decision of Council is required to change the Council Constitution.
<b>Consultation:</b>	Finance, Legal
<b>Recommendation(s):</b>	It is recommended that:  1) The changes to the Council Constitution as outlined in Paragraph 3 be adopted.
<b>Report Author:</b>	Samantha Woon
<b>Finance Officer:</b>	Carl Billingsley
<b>Legal Officer:</b>	Janet Hooper

#### **1. Introduction**

- 1.1 In compliance with the Local Government Act 2000, the City & County of Swansea has adopted a Council Constitution. A number of issues have arisen since adoption and in order to maintain the aims, principles and procedures set out in Articles 1 and 15 of the Council Constitution, it is proposed that the amendments set out below should be made to the Constitution.

#### **2. Delegated Minor Corrections to the Council Constitution**

- 2.1 There are no delegated minor corrections to the Council Constitution.

#### **3. Amendments to the Council Constitution**

- 3.1 This report outlines amendments to the Council Constitution. The amendments are within the following area of the Council Constitution:

- a) Part 3 – Responsibility for Functions – Terms of Reference – Swansea Student Liaison Forum.

### **3.2 Part 3 of the Council Constitution – Responsibility for Functions – Terms of Reference – Swansea Student Liaison Forum.**

- 3.2.1 The Swansea Student Liaison Forum has reviewed its purpose and approach to student and community issues in Swansea. It now seeks to have terms of reference and an approach to partnership working that are relevant, effective and which reflect the interests of all parties. This requires amendments to the Council Constitution.
- 3.2.2 The Swansea Student Liaison Forum is made up of Councillors, Council Officers and Representatives from Swansea University; University of Wales Trinity St David; Gower College Swansea (including each Student Union or Council body) and South Wales Police. Meetings of the Forum in the last nine months have discussed how the group may work more effectively, including how it may best engage with local communities.
- 3.2.3 On 24 February 2014 the Forum decided that the Operational Partnership Meeting, reporting to the Forum, should be disbanded (the terms of reference for that group have now been removed from the attached terms of reference).
- 3.2.4 The terms of reference for the Residents Partnership meeting, reporting to the Forum, have been amended to increase the number of Ward Members attending from four to five, but do state that this limit could be extended at the discretion of the Chair if there are matters of specific interest for Ward members.
- 3.2.5 The terms of reference for the Residents Partnership meeting have also been slightly widened to include some items that were previously included in the terms of reference for the Operational Partnership meeting.

### **4. Equality and Engagement Implications**

- 4.1 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

### **5. Financial Implications**

- 5.1 There are no specific financial implications associated with this report.

## 6. Legal Implications

6.1 There are no specific legal implications associated with this report. The amended version of the Council Constitution will be available at [www.swansea.gov.uk/constitution](http://www.swansea.gov.uk/constitution)

**Background Papers:** None.

### **Appendices:**

Appendix 1	Terms of Reference – Swansea Student Liaison Forum
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# Swansea Student Liaison Forum

## Terms of Reference

### 1 Purpose of Group

- 1.1 A strategic alliance of bodies working in partnership to link activities relating to students in Swansea with the aim of assisting community cohesion.

### 2 Membership

- 2.1 Ward members from Uplands, Castle, Sketty, Townhill, Gorseinon, Lower Loughor, Upper Loughor, St Thomas, Mayals, Oystermouth, Kingsbridge and Killay North  
Cabinet Member for Place  
Director of Place, City & County of Swansea  
Relevant officers, City & County of Swansea  
Relevant officers, South Wales Police  
Director of Student Services, Swansea University  
Relevant officers, Swansea University  
President of Swansea University Students' Union  
President of Swansea Metropolitan University Wales Trinity St David's  
Relevant officers, Swansea Metropolitan University Wales Trinity St David's  
President of Swansea Metropolitan University Wales Trinity St David's Students' Union  
Relevant officers, Gower College Swansea  
Student Governor, Gower College Swansea

Additional members may be co-opted from time to time with the agreement of the Chair.

### 3 Frequency of meetings

- 3.1 Quarterly at Civic Centre, although frequency may vary depending on the requirements of the Forum.

### 4 Objectives of Group

- 4.1 To review and develop strategies relating to students in Swansea.
- 4.2 To consider relevant legislation and Government policy and shape and inform its implementation in Swansea.
- 4.3 To review issues arising from members of the Forum and other community groups, including PACT meetings and local residents' meetings, as they affect strategy and policy.

- 4.4 To contribute to the Local Service Board, the Single Integrated Plan and other relevant partners' strategies and plans.

## **5 Ratification**

- 5.1 Each of the partners will ensure that these terms of reference are reported through their own governance procedures for ratification.

# **Swansea Student Liaison Forum Residents Partnership Meeting**

## **Terms of Reference**

### **1 Purpose of Group**

- 1.2 To identify issues within communities with large numbers of higher and further education students with a view to introducing initiatives to reduce conflict and empower all residents to contribute to their community in a positive way.
- 1.3 To report to and receive feedback from the Swansea Student Liaison Forum.

### **2 Membership**

- 2.2 Five Ward members (one from Castle, one from Uplands and three others) to represent the Council, specifically from Castle, Gorseinon, Kingsbridge, Killay North, Lower Loughor, Upper Loughor, Mayals, Oystermouth, Sketty, St Thomas, Townhill and Uplands Wards
- Cabinet Member for Place
- An officer of the City & County of Swansea
- An officer of South Wales Police
- An officer of Swansea University
- President of Swansea University Students' Union
- An officer of Swansea Metropolitan University Wales Trinity St David's
- President of Swansea Metropolitan University Wales Trinity St David's Students' Union
- An officer of Gower College Swansea
- Student Governor, Gower College Swansea
- One representative from each of relevant Residents' Associations

Additional members may be co-opted from time to time and the number of Ward members may be extended if there are matters of interest for specific Wards, with the agreement of the Chair.

### **3 Frequency of meetings**

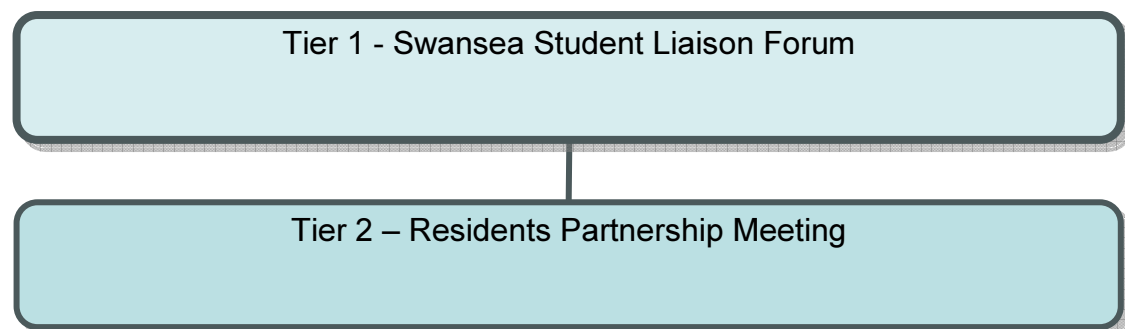
- 3.1 Four times a year although frequency may vary depending on the requirements of the group.

#### **4 Objectives of Group**

- 5.2 To maintain positive and constructive dialogue between the permanent community and students, the organisations they represent and organisations working for the benefit of community cohesion.
- 5.3 To provide a forum for local residents' representatives to raise issues relating to the impact of students living in their communities.
- 5.4 To identify solutions to issues that may be implemented in the community through the Swansea Student Liaison Forum.
- 5.5 To ensure local residents' representatives and through them the community, are aware of initiatives to promote appropriate behaviour, minimise disruption and maximise the positive contribution that students can make to community cohesion.
- 5.6 To share information on complaints received, action taken and outcomes.
- 5.7 To receive feedback from local residents' representatives on the effectiveness of initiatives and suggestions for further development, including identifying areas where students may be positively involved in the community.

#### **6 Reporting procedures**

- 6.1 To report to the Swansea Student Liaison Forum on implementation and impact of strategies.



## Report of the Head of Democratic Services

Council – 12 August 2014

### DELIVERY OF AGENDAS TO COUNCILLORS

<b>Purpose:</b>	To remind Councillors of their rights regarding the Delivery of Agendas and to seek opinions.
<b>Policy Framework:</b>	None.
<b>Reason for Decision:</b>	To lower the cost of the weekly Courier Service.
<b>Consultation:</b>	Finance, Legal, Democratic Services Committee.
<b>Recommendation(s):</b>	It is recommended that:
1)	The Democratic Services Committee recommends Option 2 to Council for approval.
<b>Report Author:</b>	Huw Evans
<b>Finance Officer:</b>	Carl Billingsley
<b>Legal Officer:</b>	Patrick Arran

#### 1. Introduction

1.1 Councillors who are summoned to attend meetings of the Authority are to be provided with a summons. Schedule 12, Paragraph 4 of the Local Government Act 1972 provides as follows:

*“(b) A summons to attend the meeting... shall, subject to sub-paragraph (3) below, **be left at or sent by post to the usual place of residence of every member of the Council.**”*

1.2 Historically, the Authority has provided a weekly courier service to the home address of each Councillor. The Friday courier service was initially intended to deliver actual summons to Councillors; however over the years this has slipped to include almost everything placed in a Councillors pigeon hole.

1.3 The Courier Service is expensive and in light of the difficult financial challenges facing the Authority, all arrangements need to be reviewed in order to try and seek a cheaper yet effective alternative.

1.4 Overtime costs alone are in the region of £7,500 per annum. There are also additional costs associated with the service due to fuel and vehicle costs.

1.5 The purpose of this report is to request the Council to consider alternatives to the current arrangement which is untenable.

1.6 Whilst the statutory provision refers to the Councillors having papers delivered to their home address, the Act does provide for an alternative:

“(3) *If a member of a principal council gives notice in writing to the proper officer of the council **that he desires summonses to attend meetings of the council to be sent to him at some address specified in the notice other than his place of residence**, any summons addressed to him and left at or sent by post to that address shall be deemed sufficient service of the summons.*”

1.7 A number of Councillors have already opted out of this system, choosing either to receive them electronically or instead to collect their Summons / Agendas directly from the Civic Centre.

1.8 This report was considered by the Democratic Services Committee on 16 July 2014.

## **2. Use of Technology to Distribute Agendas**

2.1 The Democratic Services Team has been publishing agendas on line and distributing electronic agendas via e-mail for a number of years. This is an effective and efficient way of distribution. Following the recent acquisition of the Modern.gov software system, an App is available on Apple and Android which allows agendas, minutes and reports to be automatically downloaded direct to an individual's Tablet computer. The user would simply need to choose preferences and everything else is done by the App. This system means that once downloaded they sit on the Tablet without the need for any connection at the meeting.

2.2 Technology appears to be the answer to many issues; however Councillor, Officers and the Public often favour a hard copy over an electronic copy. Presumably, this is due to the fact that it is easier to make notes on a hard copy whereas it can be complicated to make notes on electronic versions. There are software solutions available for this.

## **3. Options to Consider**

3.1 **Option 1** – All Councillors give notice in writing stating that they wish to cease receiving agendas at their home address. The Authority can then cease to continue operating a courier service; and all Councillors will collect their agendas directly from the Civic Centre. Additionally, electronic versions of the agendas will be available online and e-mailed directly to them.

3.2 **Option 2** - The Authority establishes a Voluntary Opt Out System whereby Councillors are encouraged to opt out of the Courier Service; however it is clearly their choice. These Councillors will have their agendas distributed to them electronically; however their hard copy will remain in their pigeon hole until they choose to collect it. *This is the option recommended by the Democratic Services Committee at its meeting on 16 July 2014.*



3.3 **Option 3** - Alternative suggestions to be provided by Council.

**4. Equality and Engagement Implications**

4.1 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

**5. Financial Implications**

5.1 Savings will be achieved by changing the current arrangement.

**6. Legal Implications**

6.1 There are no legal implications other than those set out in the body of the report.

**Background Papers:** None.

**Appendices:** None.

# Agenda Item 17.

## COUNCILLORS' QUESTIONS

### PART A - SUPPLEMENTARIES

1.	<p><b>Councillors E W Fitzgerald, D G Sullivan, L James, S M Jones, K M Marsh, I M Richard &amp; G D Walker</b></p> <p>The Labour Manifesto states that '<i>Swansea Labour is the party of the local community: it shares the values and hopes of our local communities</i>'.</p> <p>Could the Leader illustrate how this commitment is being put into practice.</p> <p><b>Response of the Leader</b></p> <p>I am gratified that the questioners have read Swansea Labour's Manifesto, which I am sure they found a thorough and considered plan of action.</p> <p>Our intentions were made clear in this document and our election, with an overwhelming majority, is proof that the people of Swansea, 'our local communities', agreed that we shared their 'values and hopes', indeed our aspirations for the city and its future and rejected the failed policies and actions of the administration of which many of the questioners were a leading part.</p> <p>The many reports to Council on the delivery of the commitments of our Manifesto, indeed those before Council today, show how this specific commitment is being put into practice.</p>																
2.	<p><b>Councillors E W Fitzgerald, D G Sullivan, L James, S M Jones, K M Marsh, I M Richard &amp; G D Walker</b></p> <p>The Council is one of the creditors of MEWN which has gone into liquidation. Could the Cabinet Member inform members what monies are owed to the Authority for payroll services. What additional funding did the Council provide to MEWN for the financial years 2010-11, 2011-12 and 2012-13.</p> <p><b>Response of the Cabinet Member for Finance &amp; Resources</b></p> <p>The Council is one of the creditors of MEWN which has gone into liquidation. Could the Cabinet Member inform members what monies are owed to the Authority for payroll services. What additional funding did the Council provide to MEWN for the financial years 2010-11, 2011-12 and 2012-13.</p> <p>The payroll costs owed by MEWN at date of administration:-</p> <table data-bbox="272 1576 1085 2087"><thead><tr><th></th><th>£</th></tr></thead><tbody><tr><td>Payroll February 2014 (Part)</td><td>14,494.48</td></tr><tr><td>Payroll March 2014</td><td>22,498.69</td></tr><tr><td>Payroll April 2014</td><td>25,366.79</td></tr><tr><td>Payroll June 2014</td><td>23,620.58</td></tr><tr><td>Total payroll</td><td><hr/>85,980.54</td></tr><tr><td>Less: monies retained by CCS for services delivered by MEWN used as offset</td><td>-24,086.40</td></tr><tr><td>CCS creditor per Administrators Statement</td><td><hr/>61,894.14</td></tr></tbody></table>		£	Payroll February 2014 (Part)	14,494.48	Payroll March 2014	22,498.69	Payroll April 2014	25,366.79	Payroll June 2014	23,620.58	Total payroll	<hr/> 85,980.54	Less: monies retained by CCS for services delivered by MEWN used as offset	-24,086.40	CCS creditor per Administrators Statement	<hr/> 61,894.14
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Due to the nature of the funding of the Organisation re-imbusement to CCS has generally been up to two months in arrears. In July 2012 additional monitoring arrangements were put in place following a period where payment was received for periods in excess of five months in arrears.

The suspension of funding to MEWN in April 2014 by its main funders was not notified to this Council. Internal monitoring arrangements picked up on non payment of invoices and allowed action to be taken to suspend payments from CCS for contractual sums due to MEWN by way of offset.

The following payments were made to MEWN for the periods 2011/12 to 2012/13:-

<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
<u>£</u>	<u>£</u>	<u>£</u>
73,715	84,966	58,779

**These amounts primarily comprise:**

	<u>£</u>
Families First payments	123,750
Domestic abuse Co-ordinator role	72,607
Swansea Change Fund – premises rental	9,000
Various	12,103

In addition to the above MEWN has been in receipt of Mandatory and Discretionary Rate relief for its premises on Mansel Street, Swansea, as follows:-

	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
	<u>£</u>	<u>£</u>	<u>£</u>
Total Relief Granted	4,805.75	5,029.00	5,311.00
CCS Element (cost to CCS)	720.86	754.35	796.65

3. **Councillors E W Fitzgerald, D G Sullivan, L James, S M Jones, K M Marsh, I M Richard & G D Walker**

What reasons were given by Hammersons for its withdrawal from the city centre development. What alternative plans are in place to ensure the city centre development moves forward.

**Response of the Cabinet Member for Regeneration**

Hammerson plc, as an organisation, changed its focus over the period of time after their appointment by the Council. Their focus moved to large UK shopping centre developments in Leeds and London and they moved away from mixed use schemes to purely retail. It became clear that Hammerson were no longer the right development partner for Swansea and it was agreed between the Council and Hammerson to allow their cooperation agreement for a city centre retail development to lapse.

The Council has recently secured Vibrant & Viable Places funding and is

	<p>currently in the process of developing an EU structural funding bid to support a programme of regeneration within the city centre. The programme, entitled Realising the Potential, will span seven years and aims to deliver over £300m of investment and 2000 jobs created within the city. The breadth of projects will include housing, culture, leisure, offices and retail, and will be delivered in partnership with a range of organisations. A detailed review of the City Centre Framework is also underway, with consultation and a major conference to take place later in the year. The review will lead to a new city centre strategy which will be launched to developers, investors and occupiers in the New Year with the aim of inspiring confidence and attracting investment to stimulate regeneration within the city centre and Swansea Bay city region.</p>
4.	<p><b>Councillors E W Fitzgerald, D G Sullivan, L James, S M Jones, K M Marsh, I M Richard &amp; G D Walker</b></p> <p>Could the Cabinet Member inform Council how many summer play schemes are taking place this year, who is running them and in which locations.</p> <p><b>Response of the Cabinet Member for Opportunities for Children &amp; Young People</b></p> <p>Please find attached and enclosed a response to the Councillor questions regarding play schemes raised at the last Council meeting.</p> <p>There are 23 Play schemes funded directly by the Council's play team grants programme which are running this year, and 16 summer holiday play schemes. The locations and organisations running these are on the attached documents.</p>

**PART B – None**

**Play Projects funded by the Children's Play Team  
The City & County of Swansea**

<b>Scheme Name</b>	<b>Bishopston Summer Playscheme</b>
<b>Venue</b>	Bishopston Primary School
<b>Age Group</b>	5-13 years (under 5's accompanied)
<b>Entry fee</b>	Voluntary contribution
<b>Contact</b>	Mike Greenaway
<b>Telephone</b>	01792 234961
<b>Dates</b>	Mon 21st July - Friday 1st August. 10:30 – 12:30 & 1:30 – 3:30
<b>Scheme Name</b>	<b>The Play Den</b>
<b>Venue</b>	Aenon Baptist Church, Strawberry Place, Morriston
<b>Age Group</b>	5-15 years, (under 8's to be accompanied by an adult)
<b>Entry fee</b>	50p per child or £1 per family
<b>Contact</b>	Sara Thomas - Norman
<b>Telephone</b>	01792 423830/ 07447179743
<b>Dates</b>	21st July – first 2 weeks – Monday – Friday 10:00 – 15:00
<b>Scheme Name</b>	<b>Bonymaen Family Centre Playscheme</b>
<b>Venue</b>	Bonymaen Family Centre
<b>Age Group</b>	5-11yrs (under 8's accompanied)
<b>Entry fee</b>	Free
<b>Contact</b>	Linda Harle
<b>Telephone</b>	01792 700821
<b>Dates</b>	Starting Tues 22nd July for 5 weeks Tuesday – Thursday. 10AM – 3PM OAP. For 5-7 Year olds it is 10:00 – 12:00 (but can stay all day if accompanied by adult)
<b>Scheme Name</b>	<b>Brynmill Summer Playscheme</b>
<b>Venue</b>	Brynmill Community Centre
<b>Age Group</b>	5 to 11
<b>Entry fee</b>	Yes
<b>Contact</b>	Peter May
<b>Telephone</b>	01792 463146
<b>Scheme Name</b>	<b>Buddies Summer</b> (for children on the Autism spectrum or with challenging behaviour)
<b>Venue</b>	Unit 7 & 8 Cwmbwrla Workshop, Ysguborfach Street
<b>Age Group</b>	8 to 18
<b>Entry fee</b>	Free
<b>Contact</b>	Amanda Lervy
<b>Telephone</b>	01792 655771
<b>Scheme Name</b>	<b>Clase Caemawr Family Centre</b>
<b>Venue</b>	St Teilo's Church, Clase
<b>Dates</b>	From the 28 <sup>th</sup> July for 4 weeks Tues & Wed
<b>Age Group</b>	Over 8's (Under 8's must be accompanied)
<b>Entry fee</b>	Free
<b>Venue</b>	Graig Felen Community Hall
<b>Dates</b>	From the 28 <sup>th</sup> July for 4 weeks Thurs & Fri
<b>Contact</b>	Mandy
<b>Telephone</b>	01792 773396
<b>Scheme Name</b>	<b>Community Farm (The Grow with Us Playscheme)</b>
<b>Venue</b>	Swansea Community Farm, 2 Pontarddulais Rd, SA5 4BA
<b>Age Group</b>	Over 8's (under 8's must be accompanied by an adult)
<b>Entry fee</b>	£1 Voluntary donation
<b>Contact</b>	Alyson Williams

<b>Telephone Dates</b>	01792 578384 Starting Mon 21st July – Every Mon & Tuesday 10:00 – 14:30 (Except Bank holidays)
<b>Scheme Name</b>	<b>Cruse</b> (3 sessions for bereaved children)
<b>Venue</b>	Contact for details
<b>Age Group</b>	5 to 16
<b>Entry fee</b>	Free
<b>Contact</b>	Cheryl Thomas
<b>Telephone</b>	01792 462845
<b>Dates</b>	<b>13th August – 10:00 – 12:00 1 Summer session only.</b>
<b>Scheme Name</b>	<b>EYST</b>
<b>Venue</b>	EYST, St. Helen's Rd
<b>Age Group</b>	8 to 14
<b>Entry fee</b>	£1 (free to asylum seeker children)
<b>Contact</b>	Shehla Khan
<b>Telephone</b>	01792 466980
<b>Date</b>	Monday 4 <sup>th</sup> – Thursday 7 <sup>th</sup> Aug / Monday 11 <sup>th</sup> – Thursday 14 <sup>th</sup>
<b>Times</b>	<b>10.00 – 3.00</b>
<b>Scheme Name</b>	<b>Forest School</b>
<b>Age Group</b>	8-11yrs
<b>Times</b>	<b><u>BOOKING ESSENTIAL – please ring</u></b>
<b>Entry fee</b>	<b>£1 per session</b>
<b>Contact</b>	<b>Chris Dow</b>
<b>Telephone</b>	<b>01792 367118</b>
<b>Scheme Name</b>	<b>Menter Iaith Abertawe Cynllun Chwarae Gellionnen/Gellionnen Play Scheme</b>
<b>Venue</b>	Ysgol Gynradd Gymraeg Gellionnen, Clydach
<b>Age Group</b>	8-12yrs
<b>Entry fee</b>	£1
<b>Contact</b>	Bethan / Alun
<b>Telephone</b>	01792 460906
<b>Dates</b>	21st July for 2 weeks – 9:00 – 13:00 Monday – Friday
<b>Scheme Name</b>	<b>Montana Play Club</b>
<b>Venue</b>	Montana Park Community Centre
<b>Age Group</b>	5-13 years (under 8's must be accompanied by an adult)
<b>Entry fee</b>	Free
<b>Contact</b>	Sian Fisher
<b>Telephone</b>	01792 635156/ 07796275141
<b>Dates</b>	Every Thursday @ 4.00 – 5.30
<b>Scheme Name</b>	<b>Morrison Playscheme</b>
<b>Venue</b>	Morrison Memorial Hall
<b>Age Group</b>	0-12 year olds, under 8's accompanied by adult
<b>Entry fee</b>	Free but donations warmly welcomed
<b>Contact</b>	Kim Bass
<b>Telephone</b>	07763560625
<b>Dates</b>	Starting 22nd July, Tuesdays & Wednesdays throughout Summer. 10:00 – 12:00
<b>Scheme Name</b>	<b>The Fun Zone Play Club Morrison</b>
<b>Venue</b>	Morrison Park
<b>Age Group</b>	5-13 year olds, under 8's accompanied by adult
<b>Entry fee</b>	Free
<b>Contact</b>	Nick Moule
<b>Telephone</b>	07917200084 / 01792 635482
<b>Dates</b>	Every Wednesday 2:30pm – 4:30pm

<b>Scheme Name</b>	<b>Penclawdd - Rocky Tuesday</b>
<b>Venue</b>	Local Family Fun Day
<b>Age Group</b>	Penclawdd Community Centre
<b>Entry fee</b>	FREE
<b>Contact</b>	Katie Harkness
<b>Telephone</b>	07796275138 / 01792 635 482
<b>Dates</b>	Every Tuesday 11:00 – 13:00
<b>Scheme Name</b>	<b>Penplas Family Centre Playscheme</b>
<b>Venue</b>	Penplas Family Centre
<b>Age Group</b>	0-14 years
<b>Entry fee</b>	FREE
<b>Contact</b>	Leanne Evans,
<b>Telephone</b>	01792 588487
<b>Dates</b>	11th – 24th August. Mon - Fri Breakfast Club for under 4's 9:30 – 11:00 4-9 Year Olds – 12:30 – 14:30 10+ 3:00 – 4:45
<b>Scheme Name</b>	<b>Pontarddulais Playscheme</b>
<b>Venue</b>	Pontarddulais Comprehensive School
<b>Entry fee</b>	Free
<b>Contact</b>	Viv Makin
<b>Telephone</b>	01792 885519
<b>Dates</b>	Starting 28th July – Mon – Fri for 3 weeks – 13:00 – 16:00
<b>Scheme Name</b>	<b>Spark Kids Club</b>
<b>Venue</b>	Spark Centre
<b>Age Group</b>	5-11yrs
<b>Entry fee</b>	50p Donation
<b>Contact</b>	Sara Thorne
<b>Telephone</b>	01792 585538
<b>Dates</b>	Starting 29th July for 4 weeks – Every Tues, Wed, Thurs – 10:00 – 12:00 & 13:00 – 15:00
<b>Scheme Name</b>	<b>Cheeky Monkeys Townhill</b>
<b>Venue</b>	St. Nicolas Church hall
<b>Age Group</b>	5-11yrs
<b>Entry fee</b>	FREE
<b>Contact</b>	Clare Jones (communities first)
<b>Telephone</b>	01792 457025
<b>Dates</b>	National Play Day – 13:00 – 15:00
<b>Scheme Name</b>	<b>Paraclete</b>
<b>Venue</b>	Paraclete Church (Newton)
<b>Age Group</b>	5-12+ years
<b>Entry fee</b>	£1.00 (Please ring if a problem)
<b>Contact</b>	Mrs Joan Gwyther-Jones
<b>Telephone</b>	01792 369454
<b>Dates</b>	August 26th Tuesday – Friday 10:00 – 12:30 & Sunday Family Event 11:00 – 12:30
<b>Scheme Name</b>	<b>Pen-Y-Bryn</b>
<b>Venue</b>	Pen-y-Bryn school
<b>Age Group</b>	PLEASE RING FOR INFORMATION
<b>Contact</b>	Anna
<b>Telephone</b>	799064

<b>Dates</b>	4th and 11th August - with the 2 Monday's joining with Clase Family Centre 10am - 3pm for pupils in Ysgol Penybryn (for the 2 weeks) and from 1pm - 3pm for the Open Access children
<b>Scheme Name</b> <b>Venue</b> <b>Age Group</b> <b>Entry fee</b> <b>Contact</b> <b>Telephone</b> <b>Dates</b>	<b>Interplay</b> Interplay – under 12's Can provide supported access for children with additional needs to any of these projects listed John Thomas 01792 475938
<b>Scheme Name</b> <b>Venue</b> <b>Age Group</b> <b>Entry fee</b> <b>Contact</b> <b>Telephone</b> <b>Dates</b> <b>Times</b>	<b>West Cross Summer Playscheme</b> Linden Church Elm, Grove Road, West Cross 0-14 years old (under 8's must be accompanied by an adult) FREE Helen Hunter 01792 362122 Monday 18 <sup>th</sup> – Friday 22 <sup>nd</sup> Aug / Tues 26 <sup>th</sup> – Friday 29 <sup>th</sup> Aug / 27 <sup>th</sup> Sept in Caswell woods 10.00- 12.00





Llywodraeth Cymru  
Welsh Government



Gwasanaeth Gwybodaeth i Deuluoedd Abertawe  
Swansea Family Information Service

**Swansea Family Information Service**

Summer Holiday Play scheme List

01792 517222

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

[www.swansea.gov.uk/fis](http://www.swansea.gov.uk/fis)

@swanseaFIS

Name of setting	Location	Contact details
<b>Llangyfelach Holiday Club</b>  <b>Llangyfelach</b>  <b>*CSSIW Registered</b>	Llangyfelach Primary School, Pengors Road, Swansea. SA5 7JE	Lynda Phillips 01792 771497
<b>Jigsaw Holiday Club</b>  <b>Mayals</b>  <b>*CSSIW Registered</b>	Mayals Primary School, Fairwood Road, West Cross Swansea SA3 5JP	Please contact Keely Saville on 01792 402755
<b>Llanrhidian Holiday Club</b>  <b>Gower</b>  <b>*CSSIW Registered</b>	Llanrhidian Primary School, Llanrhidian, Gower SA3 1EH	Beverley Burgess 01792 390181
<b>Danygraig Holiday Club</b>  <b>St Thomas</b>  <b>*CSSIW Registered</b>	Ashlands Activity Centre, 1 St Illytd's Crescent, St Thomas.	Angie Yallop 07958476439
<b>XL Wales Holiday Playscheme</b>  <b>Oystermouth</b> <b>*CSSIW Registered</b>	Oystermouth Primary School, Newton Road, Mumbles.	Claire Phillips 01792 324060

Name of setting	Location	Contact details
<b>All Seasons Round Holiday Playscheme</b>  <b>Pontarddulais</b>  <b>*CSSIW Registered</b>	Pontarddulais Primary School, Upper James Street, Swansea.	Jane Meiring 07948110014
<b>Swansea Children's Centre Holiday Playscheme</b>  <b>Penlan</b>  <b>*CSSIW Registered</b>	Swansea Children's Centre, Eppynt Road, Penlan, Swansea. SA5 7AZ	Children's Centre 01792 572060
<b>YGG Gellionnen</b>  <b>Clydach</b>	YGG Gellionnen	Please contact Menter Iaith on 01792 652252.
<b>Cefn Hengoed</b>  <b>Winch Wen</b>  <b>Not Registered</b>	Cefn Hengoed Community School.	Sue Hollister 01792 773464
<b>D.V.L.A</b>  <b>Clase</b>	D.V.L.A Day Nursery Longview Road Clase	01792 782433
<b>Highgate</b>  <b>*CSSIW Registered</b>	Morriston	Jayne Lewis 01792 298080

<b>Mayhill Family Centre</b> <b>*CSSIW Registered</b>	Mayhill Family centre, Mayhill Road, Mayhill	Jennifer Kneath 01792 468584
<b>Morris Mouse DN</b> <b>*CSSIW Registered</b>	No Specific holiday Playscheme just normal nursery days	
<b>Singleton DN</b> <b>*CSSIW Registered</b>	45 De la Beche Rd Sketty	Jayne Nicholas 01792 202900
<b>Sketty Holiday Club</b> <b>*CSSIW Registered</b>	Sketty Baptist Church Sketty Swansea	Helen Reeves 07966529533
<b>Tre Uchaf Holiday Playscheme</b> <b>*CSSIW Registered</b>	Tre Uchaf Primary School, Heol Cae Tynewydd, Loughor SA4 6QB	01792 893682
<b>Bonymaen Kids at play initiative</b> <b>*CSSIW Registered</b>	Bonymaen Community Centre Bonymaen Swansea SA1 7AT	01792 462322

# Scrutiny Dispatches

*City & County of Swansea - July 2014*

Scrutiny enables councillors who are not in the cabinet to examine the quality and effectiveness of services and policies, hold decision makers to account and make recommendations for improvement

## **Improving the impact of scrutiny**

(Lead: Councillor Mike Day)

The Scrutiny Programme Committee has made improving the impact of scrutiny its priority for the year ahead and agreed a set of actions to support this.

The focus on outcomes and impact is appropriate given that new arrangements have bed down and a number of in-depth inquiries and other scrutiny activities have been carried out.

Based on 'characteristics of effective scrutiny' recently developed by the Wales Scrutiny Officers Network, a series of actions have been identified that the committee, panel conveners and scrutiny councillors can take in order to improve the impact of scrutiny.

The action plan focuses on:

- facilitating pre-decision scrutiny
- improving different stages of the Inquiry 'method'
- widening involvement in question setting by councillors and the public, and
- improving public engagement

The majority of actions relate to scrutiny inquiries as they provide the greatest opportunities for impact. Amongst these the committee will work to ensure that measurable outcomes are established at the outset of future inquiries, inquiries ask 'results based' questions, there is a constructive dialogue with Cabinet about inquiry reports and their impact, and that evidence of impact is communicated widely. Cabinet response reports and follow up reports have been revised accordingly.

The committee is interested in various approaches to measure and improve impact, such as Results Based Accountability and Return on Investment and will consider how learning from these methods can be applied to scrutiny in Swansea.

## **Welsh minister praises Swansea Scrutiny**

There was praise for Swansea's scrutiny arrangements at the recent Welsh Local Government Association Annual Conference from Lesley Griffiths AM, Minister for Local Government and Government Business.

The Local Government Minister highlighted Swansea, along with Bridgend, as good examples of best practice for scrutiny in her speech about good governance delivered to representatives from all Welsh Councils.

She highlighted the need to share learning with others about the positive impact of good scrutiny and the negative impact of limited or poor scrutiny.

## **Cabinet responds to Attainment and Wellbeing inquiry recommendations**

(Lead: Councillor Fiona Gordon)

Cabinet formally responded to the Attainment and Wellbeing Scrutiny Inquiry report on 1 July. The inquiry considered how schools, the Council and partners can improve wellbeing in Schools. Cabinet has welcomed the report and agreed all 12 recommendations made by Panel and actions to implement these. The Inquiry Panel will monitor these actions over the next year and report back to the Scrutiny Programme Committee its view about progress and the impact of the inquiry. The Panel's recommendations focussed on ensuring that schools recognised the link between emotional wellbeing and attainment and that children first and foremost need to feel happy, safe and secure in order to be prepared to learn in the classroom. Cabinet also recognised that a number of the recommendations related to school governors and acknowledged that a wider piece of work is required to explore issues around best practice and mandatory training requirements for school governors.

## **Financial scrutiny in challenging times**

(Lead: Councillor Mary Jones)

Swansea councillors and officers attended the launch of a new guide for Welsh local authorities offering advice about how scrutiny can add value to financial planning and financial management.

The guide, produced by the Centre for Public Scrutiny, highlights that scrutiny must be able to demonstrate it adds value to each stage of the financial process – the budget setting process itself, the determination of priorities among competing demands, the effective use of funding and how financial monitoring and control takes place are all key issues requiring effective challenge. It draws on existing good practice from Welsh and English local government to provide practical advice and ideas on how councils can ensure effective scrutiny and accountability of the use of public money.

The Service Improvement & Finance Scrutiny Performance Panel will receive feedback from the launch and consider the guide to help inform its work.

The guide is available to download at: [www.cfps.org.uk/publications](http://www.cfps.org.uk/publications)

## **Protocol for co-option: involving the public**

The Scrutiny Programme Committee has developed a protocol for co-option to ensure a consistent approach that should be adopted across Scrutiny Panels and Working Groups.

The protocol outlines the benefits of co-option and the thinking that should be undertaken to best inform any decisions about co-option. It is designed to give clarity to conveners and scrutiny councillors about what steps to take. It essentially highlights the importance of having a clear rationale, taking advice and ensuring that there are no potential conflicts of interest.

It is important to remember that there were different ways of engaging people in the work of scrutiny. The protocol emphasises that there should be a strong case for co-opting someone, who rather than giving evidence, would work alongside scrutiny members to carry out the scrutiny. The committee recognised the importance of advertising the work of scrutiny to ensure the public are aware of work and opportunities to get involved.

### **Connect with Scrutiny:**

Room 3.3.7, Civic Centre, Swansea. SA1 3SN (Tel. 01792 637732)

**Web:** [www.swansea.gov.uk/scrutiny](http://www.swansea.gov.uk/scrutiny)

**Twitter:** @swanseascrutiny

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

**Blog:** [www.swanseascrutiny.co.uk](http://www.swanseascrutiny.co.uk)

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# Agenda Item 18.b

## Report of the Head of Legal, Democratic Services & Procurement

Council – 12 August 2014

### WRITTEN RESPONSES TO QUESTIONS ASKED AT THE LAST ORDINARY MEETING OF COUNCIL

The report provides an update on the responses to Questions asked during the last Ordinary Meeting of Council on 15 July 2014.

#### FOR INFORMATION

#### 1. INTRODUCTION

- 1.1 It was agreed at Council on 8 April 2010 that a standing item be added to the Council Summons entitled “Written Responses to Questions Asked at the Last Ordinary Meeting of Council”.
- 1.2 A “For Information” report will be compiled by the Democratic Services Team collating all written responses from the last Ordinary Meeting of Council and placed in the Agenda Pack;
- 1.3 Any consequential amendments be made to the Council Constitution.

#### 2. RESPONSES

- 2.1 Responses to questions asked during the last ordinary meeting of Council are included as Appendix A.

**Background Papers:** None

**Appendices:** Appendix A (Questions & Responses)

**Providing Council with Written Responses to Questions at Council –  
15 July 2014**

**1. Mr Tony Beddow asked the Cabinet Member for Finance & Resources**

**Question**

Is the Cabinet Member for Finance and Resources satisfied with the implications of the reply to my previous question and would he understand why I had expected the answer to be '£48,000'.

Would he accept that this expectation is justified by:

- a) Paragraph 7 of the Cabinet paper (25 May 2006) agenda item 9 C (1);
- b) Paragraph 5 of the 28 January 2011 PWC report to Council which says 'the stadium is leased to SSMC under a 50 year lease. The rent payable is effectively 30% of any distribution of profits from SSMC. The lease can be terminated for non payment of rent, breach of covenant by Swansea Stadium Management Company (SSMC), or the insolvency of SSMC'.
- c) Section 10.2 of the April 2005 Joint Venture Agreement which repeats the basis of the derivation of the rent (30% of profit).

How can the alleged discretionary powers of the directors be squared with the absolute requirements of the 2005 agreement to pay rent or risk voiding the agreement?

However, if both the Joint Venture Agreement and PWC's February 2011 description of the rental deal no longer apply when did the change occur and where is this publicly reported?

Finally, as SSMC is at last profitable and debt free, will he seek a means of recouping over four / five years rent outstanding since 2006 -say £480,000 - in recognition of Council's patience and to allow much needed funding to flow into hard pressed budget areas such as adult social care.

**Response of the Cabinet Member for Finance & Resources**

Rent is only payable if the company makes a profit and declares a dividend. 30% of the declared profit would be the rent payable.

No profit has been declared and therefore no rent has been paid, nor is it liable to be repaid until a profit is made. If rent was payable and it had not been paid then the debt would be pursued in accordance with standard policy and procedure.

In addition we will continue to investigate ways of achieving a more acceptable return for the investment the people of Swansea have made in the Stadium.

2. **Councillor J W Jones asked the Cabinet Member for Regeneration**

**Question**

- i) What criteria was used for the District Regeneration Area Grant?
- ii) Numbers 15 and 16 of the response list the business names as 'Locksmiths' and 'Photography'. Can you please provide Council with the actual names of the businesses."

**Response of the Cabinet Member for Regeneration**

- i) The Swansea Grant Fund was open to applications from Swansea residents and businesses looking to either start a new business or expand one already on operation. In this instance there were no restrictions placed on the locality, nor the sector in which the business would operate.

The type of expenditure eligible included:-

- Machinery and office equipment
- Website Development
- ICT equipment and business software
- Minor building works to premises
- Other marketing and promotion work.

Route

Applicants completed an application form and submitted supporting information with their application. Assistance in developing the supporting documentation was available free of charge from one or more of Welsh Government's 'Business Wales' providers.

Restrictions

Expenditure incurred before grant approval was not eligible and funding support remained discretionary with a final decision resting with the City and County of Swansea. All applications were be screened for any existing debt or unresolved issue with the Council. Processes followed Council procedures and financial rules. Grant money was only paid after evidence was supplied of the approved expenditure (copies of paid invoices/receipts and copies of bank statements).

- ii)  
MA Locksmiths  
Marc Greco Photography

3. **Councillor A M Day asked the Cabinet Member for Place**

**Question**

What level of savings are being made by allowing parts of the parks to be become meadow land, i.e. not cut

**Response of the Cabinet Member for Place**

By reducing the grass cutting frequency at over 30 areas of Parks and Open Spaces, adding up to 42.5 hectares, down to one annual cut in September/October as a biodiversity measure, there is a target saving of £57K.