

CITY & COUNTY OF SWANSEA

CABINET

At: Committee Room 1, Civic Centre, Swansea.

On: Tuesday, 26 August 2014

Time: 5.00 pm

AGENDA

1. **Apologies for Absence.**
2. **Disclosures of Personal and Prejudicial Interests.** 1 - 2
3. **Minutes.** 3 - 10
To approve and sign as correct records the Minutes of the meeting of Cabinet held on 29 July 2014 and Special Cabinet held on 5 August 2014.
4. **Leader of the Council's Report(s).**
5. **Public Question Time.**
6. **Councillors' Question Time.**
7. **Scrutiny Report(s):**
 - 7.a Scrutiny Inquiry into Inward Investment. 11 - 31
8. **Report of the Leader.**
 - 8.a Reforming Local Government. 32 - 54
9. **Report(s) within the Cabinet Member for Citizen, Community Engagement & Democracy Portfolio: -**
 - 9.a Welsh Language Scheme Draft Annual Monitoring Report 2013-14. 55 - 148
10. **Report within the Cabinet Member for Finance and Resources Portfolio:**
 - 10.a Revenue and Capital Budget Monitoring - First Quarter 2014/15. 149 - 155
 - 10.b First Quarter 2014/15 Savings Tracker Report. 156 - 163
11. **Report within the Cabinet Member for Learning & Skills.**
 - 11.a Local Authority Governor Appointments. 164 - 165
12. **Report within the Cabinet Member for Place.**
 - 12.a Financial Procedure Rule 7 - Local Transport Fund Grant 2014-2015. 166 - 172



Patrick Arran
Head of Legal, Democratic Services & Procurement
Monday, 11 August 2014

Contact: Democratic Services - 636820

CABINET (10)

Labour Councillors:

Nicholas S Bradley	William Evans
June E Burtonshaw	David Phillips (Leader)
Mark C Child	Christine Richards (Deputy Leader)
Sybil E Crouch	Rob C Stewart
C Ryland Doyle	Mitchell Theaker

Officers:

Jack Straw	Chief Executive
Phil Roberts	Director of Place
Dean Taylor	Director of Corporate Services
Chris Sivers	Director of People
Arwyn Thomas	Chief Education Officer
Deborah Driffield	Chief Social Services Officer
Mike Hawes	Head of Financial Services
Lee Wenham	Head of Marketing, Communications & Scrutiny
Steve Rees	Head of Human Resources
Patrick Arran	Head of Legal, Democratic Services & Procurement – Electronic and hard copy
Tracey Meredith	Deputy Head of Legal, Democratic Services & Procurement - Electronic and hard copy
Huw Evans	Head of Democratic Services
Democratic Services	1 Copy
Patrick Fletcher	Communications
Scrutiny Team	1 Copy
Archives	1 Copy
Various Councillors	10 Copies
All Other Councillors	Via e mail

Total Copies Needed:

57 Full & 10 Public

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 CABINET

HELD AT COMMITTEE ROOM 1, CIVIC CENTRE, SWANSEA ON
TUESDAY, 29 JULY 2014 AT 5.00 PM

PRESENT: Councillor D Phillips (Chair) Presided

Councillor(s)	Councillor(s)	Councillor(s)
N S Bradley	S E Crouch	R C Stewart
J E Burtonshaw	C R Doyle	M Theaker
M C Child	W Evans	

34. **APOLOGIES FOR ABSENCE.**

An apology for absence was received from Councillor C Richards.

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

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

Councillors N S Bradley declared personal and prejudicial interests as a Director of SSMC in Minute No. 48 - Liberty Stadium and left prior to discussion.

36. **MINUTES.**

RESOLVED that the Minutes of the meeting of Cabinet held on 1 July 2014 be approved as a correct record.

37. **LEADER OF THE COUNCIL'S REPORT(S).**

None.

38. **PUBLIC QUESTION TIME.**

Mr P Rees asked questions in relation to Minute 40 – Wales Audit Office Annual Improvements Report 2014 and Minute 41 – Annual 2013/14 Performance Monitoring Report. The Cabinet Member for Finance and Resources responded accordingly.

39. **COUNCILLORS' QUESTION TIME.**

Councillor P M Meara asked a question in relation to Minute 40 – Wales Audit Office Annual Improvement Report – Linguistic Skills Strategy. The Cabinet Member for Finance and Resources stated that a written response would be provided.

40. **WALES AUDIT OFFICE ANNUAL IMPROVEMENT REPORT 2014.**

Steve Barry from The Wales Audit Office presented the Annual Improvement Report 2014.

CABINET DECISION

That Cabinet :-

- (1) Received and noted the WAO Annual Improvement Report 2014.
- (2) Noted the action already taken and planned to address the areas for improvement as part of the Council's performance improvement process.

Policy Framework

'Standing Up for a Better Swansea' Corporate Improvement Plan 2013/17

Reason for Decision

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.

Consultation

Legal, Finance, Access to Services

41. **ANNUAL 2013/14 PERFORMANCE MONITORING REPORT.**

The Cabinet Member for Finance and Resources submitted a report regarding the Corporate and Service Performance for 2013/14.

CABINET DECISION

That Performance is reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities.

Policy Framework

'Standing up for a better Swansea' Corporate Improvement Plan 2013/17.

Reason for Decision

To receive and review the performance results for 2013/14.

Consultation

Legal, Finance, Access to Services.

42. **REVENUE FINANCIAL OUTTURN 2013/14.**

The Cabinet Member for Finance and Resources submitted a report on the detailed financial outturn for 2013/14.

CABINET DECISION

That the comments and variations in this report be noted and the proposed reserve transfers detailed in Section 6.4 of the report be approved.

Policy Framework

Budget Plan 2013/14

Reason for Decision

This report was presented to Cabinet in accordance with Financial Procedure Rules.

Consultation

Cabinet Members, Executive Board, Legal and Access to Services

43. **CAPITAL OUTTURN AND FINANCING 2013/14.**

The Cabinet Member for Finance and Resources presented a report which detailed the capital outturn and financing for the year ending on 31 March 2014.

CABINET DECISION

That the net under spending of the approved budget of £17.723m be carried forward to 2014/15. Last year it was reported that the funding of the provision for Tir John will be subject to a separate report on the future options (including funding options) of Tir John. This will now be actioned prior to the budget process for 2015/16.

Policy Framework

Budget Plan 2013/14

Reason for Decision

This report is presented to Cabinet in accordance with Financial Procedure Rules.

Consultation

Cabinet Members, Executive Board, Legal and Access to Services.

44. **REVENUE OUTTURN 2013/14 - HOUSING REVENUE ACCOUNT (HRA).**

The Cabinet Member for Finance and Resources submitted the report which detailed the City and County of Swansea's HRA outturn compared with the approved revenue budget for 2013/14/

CABINET DECISION

That the variations detailed in the report be noted.

Policy Framework

Budget Plan 2013/14

Reason for Decision

This report is presented to Cabinet in accordance with Financial Procedure Rules.

Consultation

Cabinet Members, Executive Board, Legal and Access to Services.

45. **SUSTAINABLE SWANSEA - FIT FOR THE FUTURE: DELIVERY PROGRAMME.**

The Cabinet Member for Finance and Resources presented a report to update the Council's *Sustainable Swansea – fit for the future* strategy and to propose a Delivery Programme. The report also provided an update on the financial forecast for the medium term and proposals for the next stage of engagement on *Sustainable Swansea*.

CABINET DECISION

That Cabinet:-

- (1) Agreed the restatement of the objectives of *Sustainable Swansea – fit for the future* and the Strategic Framework set out in the Appendix to the report;
- (2) Noted the revised Financial Forecast and the future presentation of the financial challenge that the Council faces (£70m over the next 3 years);
- (3) Agreed the outline programme for *Sustainable Swansea* set out in Section 4 of the Appendix to this report;
- (4) Agreed the proposals for the next stage of engagement on *Sustainable Swansea* " Continuing the Conversation" set out in Section 7 of the Appendix to this report.

Policy Framework

Medium Term Financial Plan and Budget

Reason for Decision

To seek Cabinet approval of the Delivery Programme for *Sustainable Swansea*

Consultation

Cabinet Members, Executive Board, Legal Finance, Access to Services

46. **CHILDREN AND YOUNG PEOPLE'S RIGHTS SCHEME.**

The Cabinet Member for Opportunities for Children and Young People presented the report regarding the draft Children and Young People's Rights Scheme for Swansea and set out arrangements to ensure compliance of the United Nations Convention on the Rights of the Child (1989) (UNCRRC).

CABINET DECISION

Cabinet considered the draft Children and Young People's Rights Scheme and gave approval for public consultation.

Policy Framework

Children and Young People Charter (1999)
Strategy for the Engagement of Children and
Young People (2005)
Children and Young People Plan (2011-2014)

Reason for Decision

In September 2013 Council agreed to create a due regard duty and embed the United Nations Convention on the Rights of the Child (UNCRRC) 1989 within the Authority's Policy Framework, and to mainstream positive approaches to the rights of children and young people within the policy and functions of the City and County of Swansea.

The development of a Children & Young People's Rights Scheme implements this decision and approval is sought from Cabinet for the draft Scheme to be published for public consultation.

Consultation

Legal, Finance, Access to Services, Executive Board.

47. **EXCLUSION OF THE PUBLIC: -**

Cabinet were requested to exclude the public from the meeting during consideration of the items of business identified in the recommendations to the report on the grounds they involve the likely disclosure of exempt information as set out in the exclusion paragraph of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 relevant to the items of business set out in the report.

Cabinet considered the Public Interest Test in deciding whether to exclude the public from the meeting for the items of business where the Public Interest Test was relevant as set out in the report.

It was **RESOLVED** that the public be excluded for the following item of business.

(CLOSED SESSION)

48. **LIBERTY STADIUM - REQUEST FOR LANDLORDS CONSENT TO CARRY OUT ALTERATIONS.**

The Cabinet Member for Finance and Resources presented a report regarding a request for Landlords Consent to carry out Alterations.

CABINET DECISION

That the recommendation as outlined in the report be approved.

Policy Framework

Council Constitution

Reason for Decision

To permit SSMC to proceed with its proposed developments and amendments.

Consultation

Legal, Finance, Access to Services

The meeting ended at 5.40p.m.

CHAIR

Published on 30 July, 2014

CITY AND COUNTY OF SWANSEA

MINUTES OF THE SPECIAL MEETING OF CABINET

HELD AT CIVIC CENTRE ON TUESDAY, 5 AUGUST 2014 AT 3.30 PM

PRESENT: Councillor David Phillips (Leader) presided

Councillor(s)	Councillor(s)	Councillor(s)
N S Bradley	S E Crouch	R C Stewart
J E Burtonshaw	C R Doyle	M Theaker
M C Child	W Evans	

49. **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillor C Richards and M Theaker.

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

In accordance with the provisions of the Code of Conduct adopted by the City and County of Swansea, no interests were declared.

51. **LEADER OF THE COUNCIL'S REPORT(S).**

None.

52. **PUBLIC QUESTION TIME.**

No questions were asked.

53. **COUNCILLORS' QUESTION TIME.**

No questions were asked.

54. **EXCLUSION OF THE PUBLIC**

Cabinet were requested to exclude the public from the meeting during consideration of the items of business identified in the recommendations to the report on the grounds they involve the likely disclosure of exempt information as set out in the exclusion paragraph of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 relevant to the items of business set out in the report.

Cabinet considered the Public Interest Test in deciding whether to exclude the public from the meeting for the items of business where the Public Interest Test was relevant as set out in the report.

It was **RESOLVED** that the public be excluded for the following items of business.

(CLOSED SESSION)

55. **REFURBISHMENT OF THE THREE HIGH RISE BLOCK OF FLATS AT CLYNE COURT AND THE SINGLE BLOCK OF FLATS AT JEFFREYS COURT.**

The Leader stated that this item was deferred for further information and would be submitted to a future meeting.

56. **REFURBISHMENT OF THE TWO BLOCKS OF HIGH RISE FLATS AT MATTHEW STREET.**

The Leader stated that this item was deferred for further information and would be submitted to a future meeting.

The meeting ended at 3.40p.m.

Published 6 August 2014

CHAIR

Report of the Inward Investment Scrutiny Inquiry Panel

Cabinet – 26 August 2014

SCRUTINY INQUIRY INTO INWARD INVESTMENT

Purpose:	This report presents the findings, conclusions and recommendations resulting from the Panel's Inquiry into Inward Investment.
Policy Framework:	Council Constitution.
Reason for Decision:	To consider and action the recommendations made by the Scrutiny Inquiry Panel.
Consultation:	Legal, Finance
Recommendation(s):	It is recommended that: 1) Cabinet receives the report and tasks the relevant Cabinet Member to prepare a written response within three months for Cabinet decision on the scrutiny recommendations.
Report Authors:	Councillor Jeff Jones (Panel Convener) Michelle Roberts (Scrutiny Officer)
Finance Officer:	Carl Billingsley
Legal Officer:	Nigel Havard
Access to Services Officer:	Phil Couch

1.0 Introduction

- 1.1 This report presents the findings, conclusions and recommendations resulting from the inquiry into Inward Investment. The Panel's final report, appended, requires a Cabinet decision.
- 1.2 In accordance with the Council Constitution reports from scrutiny to the Executive are presented to the first available Cabinet meeting. The convener of the Panel will present the report and accompanying recommendations.

2.0 Scrutiny Programme Committee

On 4 August 2014 the Scrutiny Programme Committee discussed and agreed the report for submission to cabinet.

3.0 Cabinet Decision

- 3.1 At this meeting the role of the Cabinet is to receive the report and task the relevant Cabinet Member to prepare a written response on behalf of Cabinet. The Cabinet Member's response report should be scheduled for a future Cabinet meeting **no later than three months** following formal receipt of the scrutiny report.
- 3.2 In their response report the Cabinet Member will recommend approval or rejection of each of the scrutiny recommendations together with an explanation. Within their report the Cabinet Member will also provide a proposed action plan to show what steps are being or will be taken to implement recommendations. Cabinet will then make a decision on the Cabinet Member's response report.

4.0 Follow Up

- 4.1 The Panel will then schedule to follow up on progress with the implementation of the action plan agreed by Cabinet and report their views to the Scrutiny Programme Committee. The Chair and the Scrutiny Officer supporting the committee should ensure that a review of progress against accepted recommendations is scheduled into future work programmes and a progress report is brought to the Panel 6 months after the action plan has been agreed by Cabinet.
- 4.2 If required by the Panel a second follow up will take place before monitoring of the inquiry would be concluded (typically 12 months after Cabinet decision).

5.0 Equality and Engagement Implications

- 5.1 Equality and engagement issues were formally considered at the scoping stage of this inquiry and borne in mind by the panel throughout evidence gathering. The Cabinet Member will need to ensure that implications are considered via application of the corporate Equality Impact Assessment process when considering the response to the recommendations.

6.0 Legal Implications

- 6.1 There are no specific legal implications at this stage.

7.0 Financial Implications

- 7.1 There are no financial implications to this report. Any potential implications will be outlined in the Cabinet response.

Background Papers: None.

Appendices: Appendix A – Final Inquiry Report.

‘Open for Business’

How can we increase inward investment to Swansea and the city region?



**An Inquiry by the Inward Investment Inquiry Panel
City and County of Swansea - Dinas a Sir Abertawe**

June 2014



Why This Matters

Councillor Jeff Jones (Convener)



Conveners Foreword

We would like to start by emphasising the many qualities Swansea has to offer including most obviously the beautiful location and the good quality of life enjoyed here. Swansea also has many assets that could potentially encourage investment to the area like for example superfast broadband, good transport links, relatively low property and rental costs, a large ready labour force and facilities for training, research and development through our Universities and colleges locally.

However, it is clear work needs to be done to pro actively encourage investment and currently resources to do this are limited. Potentially this could be addressed through the new City Regions model. We must sell ourselves more and we need to work more with organisations and businesses to increase our resource and skills base to take advantage of the economic upturn. Encouraging inward investment and job creation will go a long way in tackling poverty in the locality.

We hope the impact of this report will be two fold:

- An improvement in the processes across the region in particular in relation to organisations working together to deliver on improved inward investment opportunities and to develop a brand and sell Swansea and the region on a global stage.
- An improvement in outcomes by increased investment in the region from organisations that are going to bring the maximum benefit to Swansea.

I would like to thank all those people have contributed to this inquiry included those people who gave their views via our survey.

Summary

1. Inquiry key question

How can we increase inward investment to Swansea and the city region?

2. Evidence Considered

- Planning Department
- Swansea Bay Future/A Bay of Life
- Q&A with Cabinet Member for Regeneration
- City Regions with Head of Regeneration and Planning
- Business Improvement District (BID)
- Results from the Panels survey with local business, councillors and staff
- South Wales Chamber of Commerce
- Business Support Wales (Wales Government)
- Prof Marc Clement, Swansea University
- Visit to Life Sciences at University
- Gerald Kelly, General Manager, Sony UK

3. Conclusions

- 3.1 We must ensure we have a clear strategy across the City Region that is accountable to Councillors and outlines what Swansea and the region will look like in 5, 10 and 25 years from now.
- 3.2 The Council's Policy Commitments are correct the Panel throughout this inquiry have made some suggestions for how these can be delivered.
- 3.3 We need to better understand our 'offer' in Swansea and also what it will be across the City Region.
- 3.4 We must work to overcome or mitigate the affect of barriers to investment. Resources will need to be invested to enable the city region to be more proactive.
- 3.5 We need to ensure we are welcoming and quick to respond to business queries and investment opportunities.
- 3.6 Building relationships and working more closely with other organisations and the business community will be key to success in attracting business in the future.
- 3.7 We must be more proactive at targeting potential inward investors.
- 3.8 We need to encourage and develop more entrepreneurship locally.
- 3.9 We must be more social and digital media savvy.
- 3.10 We have to learn from good practice and what works elsewhere.
- 3.11 We must market our successes and raise the profile of Swansea (and the south west region) both to people locally and more widely.

4. Recommendations

The Panel recommends to Cabinet that:

In relation to City Regions model

- 4.1 It ensures there is a clear mechanism in place within the City Regions Strategy that will make it accountable to local Politicians.

- 4.2 The City Region has a clear and positive brand that will be recognisable globally.
- 4.3 The City Region develops an effective support network including allocating resources to do pro active work around seeking inward investment.
- 4.4 The City Region maps the services that are available to businesses across the region. Work needs to be undertaken to develop relationships with those services in order to avoid duplication and to use resources other than the Councils that are available.
- 4.5 A single contact point for business/investment inquiries is introduced (this does not necessarily need to be the local authority but must be commercially aware).
- 4.6 Look at good practice in other Local Authorities/regions/countries and how it is developed and implemented.
- 4.7 It develops measures and targets that will drive and monitor success and ensure these are monitored on a regional and Swansea basis.

In both Swansea and the City Region

- 4.8 Successes in Swansea and the region are publicised to raise the profile of Swansea (and the region) to people locally and more widely.
- 4.9 It develops user friendly policies and practices which are welcoming and enable a quick response to investor queries.
- 4.10 Take active steps to make better use of social and digital media by developing a digital media strategy around business and investment issues.
- 4.11 The concept of developing a *portfolio of offerings* is investigated.

In Swansea Council

- 4.12 It develops a tool that can be used to *keep in touch* and work with the business community now the Business Forum has ceased.

Main Body of the Report

1. Aim of the Inquiry

Key Question:

'How can we increase Inward Investment to Swansea and the city region?'

Inquiry sub questions:

1. What are the key factors to attracting business to Swansea and the region?
2. How do we support small businesses and entrepreneurship locally and regionally?
3. What is Swansea's key business base? Do we target particular business sectors to invest?
4. Is the Growth Strategy for Swansea Bay City Region reflective of the needs of Swansea?
5. What will we be doing in relation to delivering the strategy?
6. How do we work across the region to deliver on aspirations?
7. What are the barriers? What stops inward investment?
8. How well do we work together with partners and other organisations in order to facilitate inward investment?
9. Do we have skills locally and regionally to encourage business to locate here?
10. Do we offer any incentives in order to encourage inward investment?
11. Transport links...high speed line and how they affect potential of inward investment?

2. Evidence Considered

The following evidence was considered by the Panel between 31 October 2013 and 3 June 2014

Date	Evidence considered
31 Oct 13	Planning Department
14 Nov 13	Swansea Bay Future/A Bay of Life
16 Jan 14	<ul style="list-style-type: none">• Q&A with Cabinet Member for Regeneration• City Regions with Head of Regeneration and Planning
30 Jan 14	<ul style="list-style-type: none">• Business Improvement District (BID)• Results from the Panels survey with local businesses, councillors and staff
17 Feb 14	South Wales Chamber of Commerce
19 Feb 14	Business Support Wales (Wales Government)
30 Apr 14	Prof Marc Clements, Swansea University
20 May 14	Visit to Life Sciences at University
3 June 14	Gerald Kelly, General Manager, Sony UK

3. Conclusions

The Panel looked to address the key inquiry question ‘How can we increase inward investment to Swansea and the city region?’ and concluded that:

- 3.1 We must ensure we have a clear strategy across the City Region that is accountable to Councillors locally and outlines what Swansea and the region will look like in 5, 10 and 25 years from now.**
- 3.1.1 Planning is required for sustainable growth not only in the short term but in the medium and long term. The Panel agreed with the Cabinet Member recognising this will require a longer term overarching strategy, not only for Swansea, but for the region and this is being progressed via the City Regions model. The Panel were keen to emphasise the importance of looking after Swansea’s interests within this regional context.
- 3.1.2 Evidence has shown success in this area is closely intertwined with other strategies like Unitary Development Plan¹, Destination Plan², Regeneration and the Sustainable Swansea Plan³. Planning across the organisation and with our partners will be vital in to making progress in encouraging inward investment.
- 3.1.3 The Panel heard from the Cabinet Member that accompanying the new City Region, an economic regeneration strategy has been created which has strategic aims and themes. These will be delivered by cross-border teams involving the private sector and high/further education establishments and builds on the Swansea 2020 Plan.

Vision for the region

By 2030, South West Wales will be a confident, ambitious and connected European City Region, recognised internationally for its emerging knowledge and innovation economy.

Strategic Aims

- 1. Business growth, retention and specialisation*
- 2. Skilled and ambitious for long term success*
- 3. Maximising job creation for all*
- 4. Knowledge economy and innovation*
- 5. Distinctive places and competitive infrastructure*

Plus cross cutting themes such as Tourism

Swansea Bay City Region Economic Regeneration Strategy 2013 – 2030⁴

- 3.1.4 GVA (Gross Value Added) growth (the primary indicator used to measure an economy’s overall performance) in South West Wales has been consistently below that of the UK and Wales over the past two decades - in 2010 it was 77% of the UK average equivalent to only 94% of the Welsh level. We need to recognise there is a change in structural makeup of the economy in this locality.

This productivity deficit matters - we are losing ground to the rest of Wales and the UK. Over time we will become less wealthy than our neighbours.

Swansea Bay City Regions website

¹ Unitary Development Plan - [link](#)

² Destination Plan - [link](#)

³ Regeneration and the Sustainable Swansea Plan - [link](#)

⁴ Swansea Bay City Region Economic Regeneration Strategy 2013 – 2030 - [link](#)

- 3.1.5 The Swansea 2020 – Swansea’s Economic Strategy says...
- Swansea has a performance gap to close...compared with the situation in the UK, Swansea suffers from substantial Output and Productivity gaps
 - Swansea suffers from a considerable enterprise deficit and lack of businesses – the wealth generators of an economy
 - Need to increase the numbers of entrepreneurs – currently only 8.1% of Swansea workforce is self employed compared to 12.7 across the UK
 - Inward investment is highlighted as one of the key project ideas for the new Swansea Bay City Region and its Economic Growth Strategy
- 3.1.6 There has been a movement from heavy industry to service sector and this has been reflected in the earning potential, GVA and GDP, in Swansea. It is therefore vital we consider how we want Swansea to look in the future and plan for that now. We must look at who we want to attract and especially which sectors will benefit us most of all.
- 3.1.7 Cities and regions across the UK are actively competing with each other to attract foreign and domestic firms to their areas. Ignoring this activity could result in little interest being shown in the region by new and expanding companies resulting in fewer jobs and the danger of a knock-on effect to the supply chain activity of those firms already here.
- 3.1.8 The Panel did recognise that given limited monies the balance between what is spent to encourage inward investment and the benefits achieved need to be clear, and this could be a ‘spend to save issue’. Resources for taking inward investment forward will need to be considered by all involved across the new City Region.
- We are not Cardiff and nor should we try to be we have our own strengths’*
Quote from Russell Greenslade from BID
- 3.1.8 The lack of a regional development agency in Wales and their recent demise in England has meant that many City Regions such as Manchester, Birmingham, Leeds are creating their own presence in this particular market place by developing their own inward investment brands and agencies.
- 3.1.10 Selling Wales as a place to invest and the demise of the Welsh Development Agency (WDA) was highlighted as an issue. The Panel questioned how the gap the WDA has left in Wales was being filled and how Wales is being sold globally? The Panel understood there is a unit in the Wales Government dealing with Inward Investment but felt it does not have the profile and proactive momentum that was previously displayed by the WDA. Given this situation the importance of Swansea Bay Region developing a clear identity and being proactive was emphasised by the Panel.
- 3.1.11 The Panel also recognise it can be a ‘tightrope’, working regionally whilst ensuring we also look after Swansea’s interests in the regional context.
- 3.1.12 The Panel were concerned about where we lie in the chain with Westminster and Welsh Government in relation to large investment referrals. They had questions which were difficult to answer including ‘Are we at the end of the chain? Is there anything we can do about that?’

- 3.1.13 The Panel did invite a representative from the Wales Government to a meeting to discuss their current work and the future plans around inward investment matters but they were unwilling to attend. The Panel were particularly interested in seeking their advice and guidance in relation to the interface with local authorities and the new city region bodies.
- 3.1.14 The Panel met with Professor Marc Clement and later visited the Institute of Life Science at Swansea University where they were extremely impressed with what they heard and saw. Particularly around the number of companies working with the university, its planned development and its huge potential for drawing investment into the area. The Institute is working closely with a number of public and private sector organisations including the local authority. This partnership working has been central to its success over the 10 years since the projects inception.

To create a sustainable Institute which advances medical science through research and innovation for the benefit of:

- *Human Health through improved prevention and treatment of disease*
- *The knowledge economy in Wales by linking scientific and medical advancement to wealth creation*

Institute of Life Sciences - Vision

The impact of the project has been substantial and continues to develop. Life Science 1 has been involved in the creation of 207 jobs to date, and Life Sciences 2 has created 462 jobs as at April 2014.

The University's work with Sony UK to develop an alternative manufacturing strategy has also been highlighted as an exemplar of good practice.

- 3.1.15 The Panel discussed with the Head of Economic Regeneration & Planning some of the potential projects that were being considered by the Swansea Bay City Region Board⁵. The Panel was interested to see the breadth of ideas coming forward, recognising the Panel had found many of the issues raised throughout their inquiry and have through recommendations highlighted to Cabinet the areas they, particularly, would support.
- 3.1.16 The issue of accountability of this new regional body was discussed particularly in relation to the accountability arrangements within individual local authorities.
- 3.1.17 The Panel have made recommendations to address the issues around strategy development which ask Cabinet within their role in the City Region to:
- Ensure there is a clear mechanism in place within the City Regions Strategy that will make it accountable to local Politicians.
 - The region has a clear and positive brand that will be recognisable globally.
 - Develop measures which will monitor success and these are monitored on a regional and Swansea basis.

3.2 The Council's Policy Commitments are correct the Panel throughout this inquiry have made suggestions for how these can be delivered

⁵ Swansea Bay City Region Board membership - [link](#)

3.2.1 The Panel were pleased to see a number of Swansea Council policy commitments⁶ relating to inward investment and will look with interest at how these develop and link across the City Regions, especially over the coming year, when they will they be tracking the impact of this scrutiny inquiry.

- *Swansea will work with social partners and the business community to promote Swansea Bay City Region positively; to attract investment and create the right conditions for jobs, businesses and wealth, so that it can increase the wider economic and social wellbeing of all. This is one of the Council's top priorities.*
- *Swansea Council will work closely with the city's two universities, local colleges, the Welsh Government and other partners to develop a 'Creative City Region' strategy and build Swansea as a science, technology and creative capital, developing a dynamic knowledge-based economy and increasing science-based employment, education and training for the city.*
- *Swansea is now a service-led economy. Given the city's natural and human resources, opportunities will exist to attract investment, grow businesses and create jobs in key sectors such as green energy, quality tourism, high value manufacturing, life sciences, ICT and creative industries. Swansea Council will work with the Welsh Government and key partners in the City Region such as industry, our universities, colleges and other local authorities to exploit those opportunities.*
- *Swansea Council will put a commitment to sustainable development at the heart of its planning policies*
- *Swansea Council will develop and implement a quality sustainable tourism action plan to maximize the economic benefit for the city.*

City and County of Swansea Policy Commitment Statement 26 July 2012

3.3 We need to better understand our 'offer' in Swansea and also what it will be across the City Region

3.3.1 We must understand and be clear about what our 'offer' is here in Swansea and across the Swansea Bay City Region. It is essential to continually assess the strengths, weakness, opportunities and threats to Swansea and the City Region. The Panel agreed with the Cabinet Member that we must be realistic about what we can and can not achieve and target the right sectors building upon and using the strengths and opportunities identified. We must also understand where our areas of weakness are and work to mitigate them wherever possible.

3.3.2 The Panel have found the region has many strengths including:

- Advanced manufacturing and materials, farming, tourism and food
- Emerging strengths in life sciences and creative industries
- Digital media, innovative research and development activities linked to higher and further education
- Key employers like Tata, Admiral, Virgin, Amazon and Toyoda etc
- Track record in collaboration including existing partnerships in the region
- Outstanding natural environment, leisure, culture and sport

3.3.3 The Panel found Swansea has much to offer potential investors including:

- A large strong available local labour force that tends to be loyal and adaptable (Swansea Bay region workforce of approximately 250,000)

⁶ Swansea Policy Commitment Statement 26 July 2012 - [link](#)

- Strong and progressive academic and higher education sector
- Relatively low costs compared to some other parts of the UK
- Good work life balance
- Commuting to work easier than some areas
- Land and premises available

3.3.4 Some challenges were also identified including for example:

- Lack of a regional development agency
- Competition from other regions
- Financial resources to promote Swansea Bay City Region
- The volatility of the economic climate currently
- Improving the perception of Swansea i.e. as a place to do business.

3.3.5 Transport and the distance from Swansea to London and international airports had been raised as an issue but the Panel were encouraged to hear from Marc Clement that travel distances of 2 to 3 hours to a main airport was not a big concern and that people travel much further in other parts around the world to reach a main international airport. The Panel also noted that importantly the rail electrification will help with travel times to London and those international airports.

3.4 We must work to overcome or to mitigate the affect of barriers to investment. Resources will need to be invested to enable the city region to be more proactive.

3.4.1 The Panel believe that we must play to our strengths but understand and address Swansea's areas of weakness where necessary. Two of the most significant barriers identified were around perceptions of Swansea and resources available to support inward investment activity.

3.4.2 Perceptions of Swansea

The Panel found that there can be a negative perception about Swansea being a *difficult place to do business* which came through strongly in the evidence gathering. Addressing these negative perceptions of Swansea is important and particularly in relation to the Planning application process.

Swansea needs to be a 'can do' place to do business this includes for example having a straightforward single point of contact to do business.

Quote from Russell Greenslade from BID

3.4.3 The Panel was concerned about the negative perception of Swansea as a difficult place to do business. It expressed concern about evidence highlighting Swansea was, at times, unwilling or unable to meet, not getting 'right' people together, not using wider skills set from both inside and outside the authority, promising but not delivering, giving out confused messages from different parts of authority and the goalposts being moved in relation to Planning applications.

3.4.4 Resources available

The Panel were informed, unlike England, economic development and regeneration including inward investment is a non-statutory activity in Wales. The Panel were in agreement that it is vital to the wellbeing of the area. Cities

and regions across the UK are actively competing with each other to attract foreign and domestic firms to their area. The Panel took the view that ignoring this activity could result in little interest being shown in the region by new and expanding companies resulting in fewer jobs and then there was a danger of a knock-on effect to the supply-chain activity of those firms already here.

Investment decisions are seldom based solely on grant. Location, quality of accommodation, connectivity and living standards are all equally important. Swansea's present arrangements do not require a significant spend nor dedicated inward investment team. As a nation (Wales) and local level the current level of new investment is insufficient to become transformational to our economy, but becoming more self-determinant in this market places needs more resources than the current passive approach requires.

For the Swansea Bay City Region, the mechanisms need to be in place to respond to interest, especially now that investor confidence is reportedly returning. This will mean continuing to work with Welsh Government but also developing its own resources and unique selling points. The scale of operation required necessitates a regional approach and partnership in order to present a regional offer.

Inward Investment Inquiry Briefing Note

- 3.4.5 The Panel were informed that when a substantial opportunity presents itself a team of staff are pulled together from relevant departments across the Council to respond.
- 3.4.6 The Panel found there was a clear need to be more proactive in encouraging investment but this will require a greater resource across the region than is currently available. As the economy improves Swansea needs to be ready to meet the aspirations and expectations of those investors who are most likely to invest. Members also believed organisations outside the Council could be used more in the delivery of improvements in this area including for example Business Wales, Business Improvement District etc. This would help to negate the affect/financial implications on the local authorities across the region.
- 3.4.7 It was also recognised that the Council's corporate aims and priorities identify the importance of working with partners and businesses to attract investment, jobs and business wealth as part of the drivers to tackle poverty, economic inactivity and unemployment.
- 3.4.8 The Panel were informed that one of the ideas being considered by the City Region Board is the formation of a new Swansea Bay City Region Inward Investment Team to act as a delivery vehicle for investment. This will mean a dedicated, conveniently and co-located staff team with its own operational and promotional budgets. The team would, if approved, report to a Swansea Bay City Region Board be made up from representatives of participating local authorities, other public sector organisations and private sector companies. It is essential that they are commercially aware.
- 3.4.9 The Panel met with the General Manager, Sony UK. He was able to provide a perspective from the viewpoint of an industrialist who has worked for a company which has operated in the region for a number of years, and who has also worked in partnership with others, particularly the University. He was able to

share his experience and views about Swansea future development and investment potential. Three key salient points the Panel took from this included:

Medium term planning is essential. Should not be hampered by political terms but clearly defined plan over a clearly defined period. Focused on what can be done in the medium term. Currently approach is too diverse, has a 'scatter gun' approach, it needs to be clearly focused and target activities based on outcomes as identified in the plan. Must be clear about where Swansea wants to be in 5 years time, must define in detail what the plan actually means in practice and what will be the indicators of success. It will need commitment and strong leadership to drive the plan forward, particularly through any difficult patches. It cannot be to risk adverse. It will need a shift/culture change from managers to leaders, because leadership is about delivery.

Must set targets to drive developments, they need to be clearly focused on delivering outcomes and you must be able to hold people to account for the delivery of the plan.

Important to identify the 'tradables' those things Swansea has that will be of use to potential investors. Those for Swansea include for example its location and access to academia. A *Portfolio of offerings* could be developed that is made available to potential investors. These are all the different kind of assets that the authority has all brought together in one place for ease of access and to help sell the city to potential investors.

3.5 We need to ensure we are welcoming and quick to respond to business queries and investment opportunities

Need to have a single vehicle that represents the face of the region with all the knowledge of the region and assets that it represents on show and available to potential investors...one single front door.

Professor Marc Clement, Institute of Life Science, Swansea University⁷

- 3.5.1 We must understand Swansea (and the region) from *an outsider looking in* perspective thus getting a potential investor's viewpoint. We must ensure we have user friendly policies and practices within the Council; that we are working across the organisation. Despite improvements there still needs to be more joined up working across the Council to show that we are willing to use expertise in organisations wider than the Council.
- 3.5.2 From the evidence gathered it was suggested that one of the hurdles to potential investment was lack of direction with people not knowing where to go to access more information or provision of a service. The idea of a single contact point where the caller can discuss the issues with a trained individual needs exploring. This would include signposting people to any of the relevant organisations that would assist them and would not necessarily need to be managed by the local authority. The Panel has found interest shown by other organisations to carry out this role.

⁷ Professor Marc Clement, Institute of Life Science, Swansea University - link

3.5.3 The Panel was interested to hear Swansea has developed a portal to capture investor/business related enquiries that may be sent via the Council’s website and to direct those queries/enquiries to the most appropriate department to answer them. Although the Panel felt this could be extended wider to involve our partner organisations.

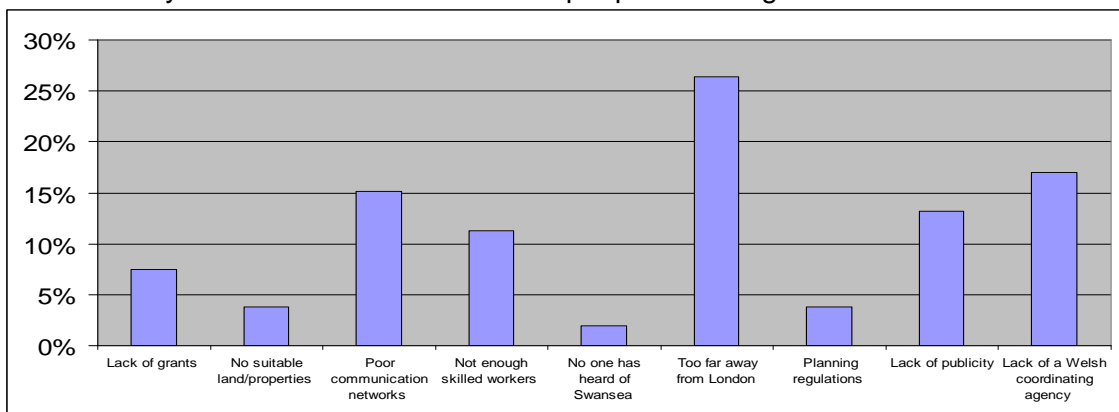
3.5.4 The Panel also found there are a number of organisations dealing with business related matters across the region with a potential for duplication. This could be confusing for possible investors and the Panel agreed service mapping of the area was required.

3.5.5 The Panel have made recommendations to address these issues which ask Cabinet in their capacity within the City Region to take active steps to:

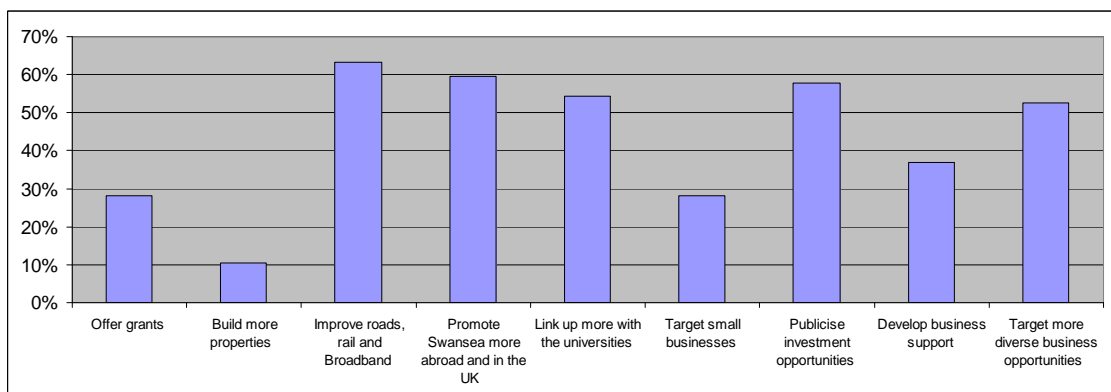
- Develop an effective support network including allocating resources to do pro-active work around seeking inward investment.
- Map the services that are available to businesses across the region and work to develop relationships with those services in order to avoid duplication; and use all the resources wider than the Councils.
- A one stop contact point for business/investment inquiries is introduced
- Investigate developing a *portfolio of offerings*.

Some results from the Inward Investment Survey which ran online for two months between October and December 2013. A total of 59 responses were received from Swansea councillors, partner organisations, business community and Swansea council staff.

1. What do you think is the main barrier to people investing in Swansea?



What do you think Swansea and the region need to do in order to attract investment here?



2. What do you think are Swansea (and the regions) strengths (top 10)?

1. Environment/green spaces/parks	2. Good education facilities
3. Skilled workers and ready workforce	4. Ocean/coastline
5. Low property/land costs	6. Exposure gained from Swansea Football
7. Good transport services	8. Lots of opportunities for business
9. Tourism	10. Friendly people

4. What do you think Swansea's (and the regions) weaknesses (top 10)?

1. Transport networks/links	2. Unemployment/not enough skilled jobs
3. Poor publicity/image	4. Reliance on public sector employment
5. Infrastructure	6. City centre – state of properties and streets gives bad impression
7. Location	8. Lack of diversity in businesses
9. Poor wages	10. Lack of a clear focussed plan

3.6 Building relationships and working more closely with other organisations and the business community will be key to success in attracting business in the future

3.6.1 Stakeholder management needs to be improved through better relationship building. There is a need to be clearer about who *all* of our stakeholders are. The City Region will need see if relationships with stakeholders are used and links developed effectively. There is a need to find ways to develop better links with a broader spread of businesses and organisations. It is important to investigate best practice particularly how other local authorities/regions have developed their networks and relationships. The Panel understood that the Business Forum had ceased and emphasised the need to develop a mechanism by which the Council communicates with the business community on matters other than waste collection and business rates. It is important that we do not work in isolation, working in partnership with local business is vital.

3.6.2 Evidence gathered suggests it is important to work in partnership with other organisations and local business in order to increase capacity and mitigate the lack of resources available across the public sector. Working with other organisations for example Business Wales and South Wales Chamber of Commerce will help to expand our skill base.

3.6.3 It was felt that, in Swansea, we are not drawing on all the help and assistance that may be available. Swansea must work in collaboration with the private sector and academia if it is to attract new business successfully especially given the tightening of the purse strings across the public sector.

3.6.4 The Panel have made recommendations to address these issues which ask Cabinet in their capacity within the City Region to take active steps to 'develop a tool which can be used to *keep in touch* with the business community locally now the Business Forum has ceased'.

3.7 We must be more proactive at targeting potential inward investors

Is Swansea lacking in drive or is it lack of resources...it just hasn't spent time to find out what it wants to do to make it stand out in the UK and internationally. Swansea has a huge amount going for it.

Quote from South Wales Chamber of Commerce

- 3.7.1 Currently, there is only limited proactive work completed by the authority, with very little dedicated resource to do it. Commitment and enthusiasm was shown particularly from the Cabinet member but the Panel did question the ability to drive investment opportunities forward proactively without the necessary resource to do so.
- 3.7.2 The Council/City Region will need to be clear about what its actual role is in relation to inward investment, is it the facilitator, the driver or the signposter? If this is the case then who else will do the other work and how does the authority/City Region work with them to ensure the right outcomes for Swansea?
- 3.7.3 Evidence and resources available indicate that it is not possible to reach everyone, so there is a need to target those sectors which are most likely to end in investment and those that are currently. Swansea and the City Region must decide what its offer is and then target those sectors proactively if it wants to be successful in attracting in business. *We may need to our narrow focus...we cannot be all things to all people.*
- 3.7.4 Swansea council as an organisation needs to be less adverse to risk. Evidence suggests this can restrict innovation. The new City Region needs to proactively encourage ideas and empower staff to think more innovatively across the region. It will need to move at a pace that industry requires and be empowered to make decisions quickly.

3.8 We need to encourage and develop more entrepreneurship locally.

- 3.8.1 Incubating possibilities and encouraging entrepreneurship with young people in schools and colleges is important, not only for future business development but for the health of our communities. The issue of poverty of aspiration was highlighted and included the need for improving this through education. Do young people think they can are able to start a business or do they see themselves as employees only? What can be done to change this view? The Panel believed that for Swansea to increase entrepreneurial activity there needs a framework of backup and support to assist people to take their ideas forward.
- 3.8.2 The Panel were pleased to see two recommendations had been made in a recent previous scrutiny inquiry into economic inactivity.
- *That Cabinet work to raise aspirations of young people in Schools by encouraging the promotion of further and higher education at an earlier age; and*
 - *That Cabinet investigates the possibility of holding regular entrepreneurship events to encourage young people.*

Scrutiny Inquiry into Economic Inactivity September 2013

3.8.3 The Global Entrepreneurship Monitor⁸ suggests that Wales has a relatively high level of early stage entrepreneurial activity in Wales, yet when you look at the number of new start-ups, Wales clearly lags behind. The most recent figures show that there were 42 start-ups per 10,000 of population in Wales in 2011. The equivalent figure in England was 68 start-ups per 10,000 people.

3.9 We must be more social and digital media savvy

3.9.1 The Panel was of the view that the social media environment could be more fully explored particularly in making links around investment opportunities. We need to take more advantage of the new social media opportunities to sell Swansea (and the region) to a potential investment market. The example of the installation of superfast broadband was discussed and it was highlighted that we could work with the relevant organisation/s to publicise this more widely. The City Region must use social and digital media tools to sell the area and to target potential investors. Publicity and *getting our message out there* is seen as essential.

3.9.2 The Panel also wished to emphasise that good information and communication technology can help counteract any challenges relating to our physical infrastructure and/or location when encouraging new business to the area.

3.9.3 The Panel have made recommendations to address these issues which ask Cabinet in their capacity within the City Region to take active steps to 'make better use of social and digital media by developing a strategy around business and investment issues'.

3.10 We have to learn from good practice and what works elsewhere

3.10.1 It was the opinion of the Panel that the council does not do enough in the building of relationships and that we need to speak to other local authorities about good practice. We need to investigate how they develop and manage their relationships with other organisations and the business community? The Panel found particularly that we do not engage with the business community enough around investment matters and links need to be developed to facilitate this.

3.10.2 It was the Panels view that we should keep a watching brief on how other local authorities/regions and even other countries encourage and develop investment opportunities, publicise and promote themselves.

Comments taken from the Inward Investment Survey were received from councillors, partner organisations, business community and council staff.

- *Without inward investment the region will struggle due to the lack of well paid jobs and will be trapped in a Pound shop world with the majority of people on benefits. This cycle of decline has to be broken but can only be overcome with inward investment.*
- *Swansea City FC have done a very good job in bringing Swansea to the attention of the world through football, however Swansea City cannot ride on Swan's coat-tails for ever.*

⁸ Global Entrepreneurship Monitor - [link](#)

- *Consider what makes us different, what can we offer that other locations cannot*
- *Swansea is a great place to live; the local environment is one of our strengths.*
- *Need more dynamism*
- *We should be developing business around the Port. We should be actively working with the university to build a science park.*
- *I would like us to compare and benchmark ourselves to see where we would find ourselves against other Authorities in Britain.*
- *It seems that I don't know a lot about what is offered to new / small businesses - is it well marketed? Is investment in new / small businesses high risk investment? Are new businesses encouraged to cluster?*
- *We need to aim for excellence and think that nothing is impossible for Swansea.*
- *Need to realise that businesses of all varieties only operate if they are profitable & if the prevailing planning/ political ethos prevents them from doing this in Swansea then they will simply [re] locate elsewhere*
- *A dedicated team needs to be set up to promote the city as a viable business centre, with links to the Welsh Government and the grants for businesses*
- *If Swansea had an already trained potential workforce, this should attract businesses that pay good salaries to get Swansea out of the "poor man of Europe" category, and the people of Swansea will be a lot more financially secure.*
- *Need to look more at entertainment industry, need to encourage music and other performance for tourism, give youthful image to city, vibrancy*
- *We need reconsider whether Inward investment is what we should be emphasising, but more home grown businesses.*

3.10.3 The Panel have made recommendations to address these issues which ask Cabinet in their capacity within the City Region to take active steps to 'look at good practice in how other Local Authorities/regions and countries are supporting inward investment'.

3.11 We must market our successes and raise the profile of Swansea (and the south west region) both to people locally and more widely

3.11.1 The Panel felt that we do not *shout about our successes* enough and that we should find any and every opportunity to raise our profile both locally, nationally and globally. The Panel believed we need to dispel the local and perceived negatives of Swansea by *banging our own drum more*.

3.11.2 We must work with others to do this as Swansea and even the 'City Region' could be perceived as small when working in a global market. Good examples in Swansea were highlighted including using the successful football team to raise Swansea's profile; and the Cwtch Bid for the City of Culture was also seen as an excellent example.

3.11.3 The University is now attracting more international students. It will be important to work with them to publicise Swansea to current and future student population and to establish possible networks for the future.

3.11.4 The Panel have made recommendations to address these issues and ask Cabinet in their capacity within the City Region to take active steps to 'market successes within Swansea and the region therefore raising our profile to people locally and more widely'.

4. Recommendations

The Panel commends Cabinet to consider all issues and ideas raised by this review and, in particular, the recommendations set out below. The Panel recognises that the Authority will need to ensure that any subsequent actions are legal and meet the requirements of any relevant legislation; and has a responsibility to make the best use of limited resources and that any additional costs will need to be considered carefully as part of the annual budget setting process. The Panel has kept these principles in mind in the course of its investigations.

The Panel recommends to Cabinet that:

In relation to City Regions model

- 4.1 It ensures there is a clear mechanism in place within the City Regions Strategy that will make it accountable to local Politicians.
- 4.2 The City Region has a clear and positive brand that will be recognisable globally.
- 4.3 The City Region develops an effective support network including allocating resources to do pro active work around seeking inward investment.
- 4.4 The City Region maps the services available to businesses across the region. Work needs to be undertaken to develop relationships with those services in order to avoid duplication and to use all the resources other than the Councils that are available.
- 4.5 A single contact point for business/investment inquiries is introduced (this does not necessarily need to be the local authority but they need to be commercially aware).
- 4.6 Look at good practice in other Local Authorities/regions/countries and how it is developed and implemented.
- 4.7 It develops measures that will monitor success and these are monitored on a regional and Swansea basis.

In both Swansea and the City Region

- 4.8 Successes in Swansea and the region are marketed therefore raising the profile of Swansea (and the region) to both people locally and more widely.
- 4.9 It develop user friendly polices and practices which are welcoming and enable a quick to response to investor queries.
- 4.10 Take active steps to make better use of social and digital media by developing a digital media strategy around business and investment issues.
- 4.11 The concept of developing a *portfolio of offerings* is investigated.

In Swansea Council

- 4.12 It develops a tool that can be used to *keep in touch* and work with the business community locally now the Business Forum has ceased.

About the Inward Investment Inquiry Panel

The Inward Investment Inquiry Panel is a body of Councillors who are not members of the Cabinet. Their role is to scrutinise the performance of Council services and to make recommendations about how services can be improved.

Members of the Panel

Councillor Jeff Jones (Convener)
 Councillor Keith Marsh
 Councillor Gloria Tanner
 Councillor Neil Ronconi-Woollard
 Councillor Jane Harris
 Councillor Tony Colburn
 Councillor Susan Jones
 Councillor John Newbury

Members of Panel for part of the inquiry

Councillor Andrew Jones
 Councillor Bob Clay
 Councillor Geraint Owen

Panel Support

The Panel received support to conduct this Inquiry from the Council's Scrutiny Unit including for:

- Project Management
- Research
- Communications
- Report Drafting

The support officer for this Panel was:

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Acknowledgements and References

Direct evidence from:

Staff, local businesses and members of the public who contributed via the questionnaire	
Business Support Wales	Cabinet Member for Regeneration
Swansea Business Improvement District	Head of Regeneration and Planning
South Wales Chamber of Commerce	Business Development Manager
Swansea University	Planning Control Manager
Swansea Bay Futures Limited	

Indirect/desk based evidence

Swansea Bay City Regions – Economic Regeneration Strategy 2013-2020 - link
Wales Spatial Plan - link
Policy Commitments – Council July 2012 - link
City Regions – Welsh Assembly - link
Swansea's Integrated Plan – link
Swansea's Economic Profile – link
'Swansea Bay City Region' article - link
Welsh Affairs Select Committee Inquiry into Inward Investment (UK Parliament) – including evidence submitted by Swansea University - link
'Regeneration is critical to the economic prosperity of the city' article- link

Agenda Item 8.a

Report of the Leader

Cabinet - 26 August 2014

REFORMING LOCAL GOVERNMENT

Purpose:	<p>The purpose of this report is to summarise the key proposals contained within the Welsh Government's White Paper – Reforming Local Government, issued on the 8th of July 2014 and to outline the response of the Welsh Local Government Association.</p> <p>The proposals in the report are the views of the Welsh Government, rather than the Council.</p>
Policy Framework:	None
Reason for Decision:	To inform Council about the proposals within the White Paper – Reforming Local Government, in relation to the future shape of Local Government in Wales and the response of the WLGA.
Consultation:	Legal, Finance, Access to Services.
Recommendation(s):	<p>It is recommended that:</p> <ol style="list-style-type: none">1) The proposals within this paper are noted and Cabinet consider the Council's response to the White Paper
Report Author:	Jo Portwood
Finance Officer:	Ben Smith
Legal Officer:	Janet Hooper
Access to Services Officer:	Sherill Hopkins

1.0 A Summary of the Key Proposals

- 1.1 Welsh Government plan to review scrutiny and governance arrangements in order to ensure greater transparency and accountability.
- 1.2 Welsh Government will publish a paper on options to Local Authority governance in the Autumn of 2014.

- 1.3 The Well Being and Future Generations (Wales) Bill will put Local Service Boards (LSBs) on a statutory footing with a requirement to prepare a local Well Being plan.
- 1.4 The Partnership Council for Wales (PCfW) and the Public Service Leadership group, will be reviewed and reformed to provide leadership and accountability for the implementation of the reforms to Local Government.
- 1.5 The Local Government (Wales) Measure, will be reviewed to assess if there is any scope to support service improvement and the relationship between self assessment and inspection is clear.
- 1.6 Welsh Government intend to publish a draft Bill in the Autumn of 2015 for consultation, which will set out the intentions for merging Authorities and a detailed Regulatory Impact Assessment.
- 1.7 Welsh Government support the Merger Option 1 presented by the Commission on Public Services Governance leading to 12 Local Authorities: the Isle of Anglesey & Gwynedd, Conwy & Denbighshire, Flintshire & Wrexham, Ceredigion & Pembrokeshire, Neath Port Talbot & Bridgend, Rhondda Cynon Taff & Merthyr, Cardiff & the Vale of Glamorgan, Blaenau Gwent, Caerphilly & Torfaen, Monmouthshire & Newport, Carmarthenshire, Powys and Swansea.
- 1.8 The timetable for Mergers is as follows;
 - In January 2015, Welsh Government will introduce a Bill which will provide the powers necessary to enable and facilitate a programme of work for the mergers. The new powers will enable the Local Democracy and Boundary Commission for Wales (LDBCW) to start work.
 - Subject to the first Bill being passed by the Assembly, it will receive Royal Assent in November 2015.
 - In the Autumn of 2015, Welsh Government will publish a second Bill for consultation which will establish the new Authorities.
 - After the Assembly Elections in May 2016, the second Bill will be introduced into the Assembly and subject to it being passed would receive Royal Assent in May 2017.
 - In May 2017, Local Government Elections (postponed from May 2016) to existing Local Authorities will take place. Councillors elected to Authorities to be merged will serve a term of 3 years. Councillors of continuing Authorities will serve a time of 5 years (2022).
 - In May 2019, the first elections of the new Authorities, merged under the provisions of the second Bill would be held with Councillors elected for three years. The resulting Councils would exist as Shadow Authorities until

Vesting Day on 1 April 2020, when they would assume full functions and the old Authorities abolished.

- Elections to Town and Community Councils will take place May 2017.
 - In May 2022, full Local Government Elections for all Authorities would be held, for a proposed term of 5 years.
- 1.9 Alternatively, Local Authorities may wish to merge on a voluntary basis. Provision for Local Authorities will be contained within the first Bill in January 2015. The timetable for voluntary mergers is as follows;
- Local Authorities wishing to merge on a voluntary basis must submit expressions of interest by November 2014 and provide a full business case by 2015.
 - There would be no elections in May 2017 to Authorities who wish to merge on a voluntary basis. Subordinate legislation would extend the terms of existing Councillors to May 2018.
 - In October 2017, a shadow Authority and shadow Council for the merging Councils will be established.
 - Vesting day for the new voluntarily merged Authorities would be the 1st April 2018 and the first elections to the new Authorities would be May 2018.
- 1.10 The first Bill will enable the Local Democracy and Boundary Commission for Wales (LDBCW) to make recommendations for Electoral arrangements for the proposed new Authorities.
- 1.11 The first Bill will also enable the Independent Remuneration Panel (IRP) to make recommendations in relation to payments made to Members of new Authorities and shadow Authorities.
- 1.12 Provision will also be made in the first Bill, to divert and distribute property or assets.
- 1.13 The first Bill will also make provisions for Local Authorities to establish Joint Transition Committees to ensure Local Authorities co-operate and work together in order to prepare for mergers.
- 1.14 The Welsh Government will establish a Staff Commission on staff matters related to the mergers. Initially it would be established on a non-statutory basis, but provision will be made in the second Bill to place the Commission on a statutory basis.
- 1.15 Welsh Government estimate that the costs of the merger will be between £80 million to £100 million, with recurrent savings of between £60 to £80 million a year. However, the WLGA estimate that the costs

of the merger would be between £200 to £400 million a year with recurrent savings of between £92 million and £100 million a year.

1.16 Welsh Government will review the Local Government finance system (including hypothecated funding) alongside the reforms to Local Government.

1.17 The largest source of Local Government funding comes from the Welsh Government through the RSG. The Welsh Government do not anticipate any increase in the overall council tax requirement – although there may be local impacts on council tax levels.

2.0 Introduction

2.1 The White Paper (Reforming Local Government) is the Welsh Government's response to the recommendations made by the Commission on Public Services Governance and Delivery – the Williams' Report and sets out the Welsh Government's proposals on the future structure and organisation of Local Authorities in Wales. The paper outlines the actions Welsh Government plan to take between now and the end of May 2016 to facilitate a programme of local Authority mergers.

2.2 The Commission on Public Service Governance and Delivery was established to review the governance and delivery of public services in Wales. The Commission was tasked to produce a report about the changes that are needed, not only in terms of structures, but also in terms public engagement and expectations in order to ensure Public Services are effective and sustainable in the future.

3.0 The Findings from the Commission on Public Service Governance and Delivery

3.1 The Commission found that financial pressures on public services are severe and unsustainable. Even the most optimistic projections, indicate that levels of public expenditure will not return to 2011 levels until 2022.

3.2 The Commission also found 'inexplicable' variations in the performance of Local Authorities (even after taking the challenges of demography, deprivation and geography for different Local Authorities into account). The Commission suggested that too much effort is wasted on managing complex systems, rather than providing high quality services.

3.3 The Commission reported that many Local Authorities in Wales are too small to effectively address risks and pressures, and that governance arrangements are often unclear and scrutiny is under-valued and ineffective. The Commission recommended a reduction in the number of Local Authorities to between 10 and 12.

3.4 The Commission also reported that Community Council sector is in need of reform and that the number and scale of Town and Community Councils in Wales were problematic in terms of their accountability, representativeness and their ability to understand and articulate local needs.

3.5 Finally, the Commission reported that the large volume of performance data collected by the Public Sector was not being effectively used to deliver improved outcomes and recommended the development of a single set of national outcomes.

4.0 The Future of Local Government – What Should We Expect of Local Authorities

4.1 The Future Generations (Wales) Bill was launched on the 7th July 2014 and sets out a vision for a sustainable future for Wales. The Bill proposes a new legislative framework to agree a long term set of well being goals for Wales. The Bill aims to ensure that Local Authorities work together with other parts of the Public Sector in order to improve the lives of people now and in the future through the delivery of a shared set of long term goals to improve the social, economic and environmental well being. The Bill also aims to secure governance approaches of prevention and collaboration.

4.2 The White Paper states that evidence demonstrates that people want Local Authorities to provide services that are responsive to need, high performing, simple to access and use, resilient to cope with increased demand and able to adapt to new challenges through innovation. In addition, Welsh Government also suggests that Local Authorities should also be able to anticipate and manage demand, in order to prevent the escalation of need and to encourage local people to take greater responsibility for their own well being.

4.3 Welsh Government also suggest that people want to see and understand decisions made by Local Authorities about their services and that Local Authorities need to be open, making transparent decisions. In addition, they suggest that when things go wrong, people expect Local Authorities to take actions quickly to remedy the problem.

5.0 Do Local Authorities meet these expectations?

5.1 The White Paper asserts that performance across Local Authorities is variable and patchy and although Local Authorities are becoming more open and transparent, there are still examples of decisions being made without proper consultation. The Wales Audit Office concluded that many Council did not effectively engage when planning their budgets

and may not be reflecting the needs, priorities and expectations of their communities¹.

- 5.2 Welsh Government suggest that Elected Members do not fully reflect the communities they serve. The majority of Councillors in Wales are aged 60 yrs or over, less than a third are women, and 99 in every 100 are white.
- 5.3 Although Scrutiny is improving, the Commission and the Wales Audit Office found that more needs to be done in order to increase public accountability. Complaints about Local Authority services need to be dealt with more effectively and measures put in place to reduce the number of complaints.
- 5.4 In order to address these challenges, Welsh Government will set out the outcomes they would like to be achieved and support Local Authorities and other public sector organisations to deliver services which produce the desired outcomes. Welsh Government plan to remove excessive performance measurement, detailed planning requirements and financial restraints in order to improve performance focused on delivering these outcomes.

6.0 Moving Forward

- 6.1 In order to move forward, Welsh Government suggests that we need a system of governance at a national and local level which puts us in the best possible position to deliver services which continually improve and strive for excellence, whose performance is visible and transparent to communities they serve.
- 6.2 This white paper sets out the necessary steps towards the merging of Local Authorities into larger, more sustainable organisations – however, this will only work if accompanied by a wider package of Local Government reform.

7.0 Reforming Local Government – Strengthening Democracy, Sustaining and Improving Services

- 7.1 The essence of the reforms are based on establishing an effective relationship between service users and service providers, through stronger local democracy, more effective scrutiny and enabling Councillors to properly hold those responsible for services to account, on behalf of the communities they serve.

¹ Meeting the Financial Challenges Facing Local Government in Wales, Wales Audit Office, January 2014.

8.0 How do we make Local Government more accountable and transparent? - Democracy and Scrutiny

8.1 The White Paper suggests that Local Authorities need to lead the drive for improving the full range of their services working together for the wider well-being of their communities. Councillors need to see themselves as champions of people and communities with clear roles for decision making, holding each other to account and delivering services for the public they serve and represent. To ensure this can happen Welsh Government intends to fundamentally review the way in which Local Authorities are constituted and build a new constitutional settlement for reformed Local Authorities in the future.

8.2 Scrutiny and governance arrangements will be reviewed in order to ensure greater transparency and accountability. Welsh Government plan to ensure that;

- all Local Authority jobs with a salary of £100,000 to be advertised publically,
- for decisions on senior pay to be made by full Council,
- adjustments to the pay of Chief Executives to be referred to the Independent Remuneration Panel (IRP),
- Local Authorities are helped to produce live broadcasting of full meetings of Council and Committees and make this a mandatory requirement,
- they implement an Action Plan in response to the Report of the Expert Group on Diversity in Local Government and work towards priority targets, such as 40% of Councillors being female,
- they will reduce the complexity with audit, inspection and regulation and provide alignment between local scrutiny and public service audit and inspection regime. Auditors and inspectors who report to Local Authorities will be required to so, directly to the appropriate scrutiny or audit committee and Wellbeing Bill directly.
- extend the scope of the Scrutiny Development Fund in order to develop the Commission's recommendations in this regard.

9.0 How can we give people a stronger voice in decisions effecting them - Community Governance

9.1 The Commission identified that processes and practices in relation to 'the voice of the citizen' are sporadic, inconsistent and ineffective and that measures are needed to develop a strong and coherent voice.

9.2 The Welsh Government agree with recommendations made by the Commission in relation to the strengthening of 'the voice of the citizen'. They will examine whether any Principal Authority Area in Wales would benefit from a review of their Communities and that the role of Town and Community Councils is considered within the context of larger Principal Authorities as well as the role of Ward Councillors. A further paper will be issued this Autumn, in order to consult stakeholders and communities on options to strengthen community governance.

10. Partnership and Collaboration

10.1 The Commission recognised the importance of collaboration, because delivery challenges are rarely contained within organisational or geographical boundaries. Although the Welsh Government have invested in local collaboration, there is a need to increase the pace and make use of all the opportunities available. The implementation of the programme for regional service delivery will fall under the same governance arrangements as the main programme for Local Government mergers. The Welsh Government will also commission an evaluation of funding streams which support collaborative working, which will report at the end of 2015.

10.2 The reform of LSBs will form a key part of the Well Being and Future Generations (Wales Bill). The Bill will

- put LSBs on a statutory footing,
- require LSBs to prepare Well Being plans to identify local priorities, based on an analysis of need and engagement with the areas people and communities,
- produce plans that will outline the actions necessary to achieve the priorities, by whom and when,
- ensuring links with the wider framework of national well being goals and indicators set by the bill (sustainable development principles – long term thinking, integration, collaboration, prevention and citizen engagement,
- will ensure that the LSB is held to account.

11. National Partnership arrangements

11.1 The White Paper proposes that the Partnership Council for Wales (PCfW) and the Public Service Leadership group need to be reviewed and reformed to reflect the new model of public services. PCfW should own their programme of work required to implement the reforms. They should provide political accountability and leadership for many of the elements of the new public service reform agenda, including Local Authority mergers.

12. How do we ensure Local Government performance is improving and continues to improve?

12.1 The White Paper states that complex arrangements for managing performance have distracted services from the central purpose of helping people. Performance reporting management has grown in an unmanaged way and more focus is needed. However, it is not only identifying the best performance data and analysis but on setting performance information and management within a context of clear strategic purpose, priorities and direction. The Well Being of Future Generations (Wales) Bill will provide the framework for achieving clarity of purpose for the longer term. The Bill will establish a smaller set of

national well-being goals and a process by which public service organisations will need to demonstrate how they have sought to achieve these goals. The Bill will also aim to develop principles and standards for performance management across the public sector in Wales.

- 12.2 Welsh Government want to see Local Authorities promoting wellbeing through preventative action and addressing issues related to performance or governance, before they are identified by inspectors. Welsh Government will review the Local Government (Wales) Measure to see if there is scope to support service improvement and ensure that the relationship between self assessment and inspection is clear.
- 12.3 Welsh Government also want to see Local Authorities provide information to their communities in an accessible and transparent way and a commitment to openness from Leaders and Senior Officers, but will also require a capable strategic function with analytical capacity and capability.
- 12.4 Welsh Government intend to put in place clear, shared outcomes, which focus more effectively on longer term improvements in people's Well Being. Welsh Government want to reduce the complexity of service led performance and want Local Authorities to make better use of qualitative information.
- 12.5 Welsh Government will review the way in which funding for Local Authority improvement is used – it will focus on prevention and longer term well being, in addition to service improvement and good governance.

13. Reforming Local Government

- 13.1 Welsh Government accept the Commission's recommendation to reduce the number of Authorities through mergers. Although smaller organisations do not necessarily provide worse service, the Commission did find areas where small scale creates risk to governance and delivery, a lack of resilience in smaller organisations and more difficulties in recruiting and retaining high calibre leaders.
- 13.2 The Commission also found that economies of scale exist in Local Authorities, and that larger Authorities are able to provide frontline services more efficiently because the costs per unit and corporate overheads are lower. Similarly, the Commission found that smaller authorities found it more difficult to innovate and provide flexible services, as smaller authorities tend to focus on providing day to day services in established ways.
- 13.3 The Commission suggested that talent in Wales was being spread too thinly with a large number of smaller organisations leading to greater competition for the best leaders, managers and professionals. Although some Local Authorities have collaborated to capitalise on the

necessary capacity and expertise, significant management capacity is required for collaboration to be successful.

- 13.4 The Commission found that voluntary mergers had progressed only slowly in Wales and had not delivered the benefits hoped for. The Commission argued that Local Authorities must be big enough to minimise the risks of small scale, but not so big as to become unmanageable, unrepresentative or distant from their communities.
- 13.5 The Commission identified several criteria for re-form of Local Authorities including; a shared heritage and culture, particularly language, levels of deprivation, population density, council tax levels, patterns of commuting and economic growth. In addition, the Commission sought to make recommendations for mergers based within the boundaries of larger organisations such as Local Health Boards and Police Forces and qualification criteria for EU funding.

14. The Future Shape of Local Government

- 14.1 Welsh Government do not think there is enough time to develop, plan and legislate for a full programme of mergers before the next National Assembly elections in May 2016. However, the Welsh Government do intend to publish a draft bill in the Autumn of 2015 for consultation, which will set out its intentions for the merging of the Authorities and a detailed Regulatory Impact Assessment. The Welsh Government which takes office in May 2016 will then be in opposition to make early decisions about how it wishes to proceed.
- 14.2 The Commission undertook an extensive research and evidence gathering exercise on public service delivery structures and identified 4 possible options for merging authorities, leading to between 10 and 12 Local Authority areas (12 being the minimum extent of mergers necessarily to address problems of scale). Of the four options presented by the Commission, the Welsh Government consider that the first option leading to 12 Local Authorities is the preferred option ;

Commission on Public Service Governance and Delivery:
Mergers Option 1

- Isle of Anglesey and Gwynedd
- Conwy and Denbighshire
- Flintshire and Wrexham
- Ceredigion and Pembrokeshire
- Neath Port Talbot and Bridgend
- Rhondda Cynon Taff and Merthyr Tydfil
- Cardiff and the Vale of Glamorgan
- Blaenau Gwent, Caerphilly and Torfaen
- Monmouthshire and Newport
- Carmarthenshire
- Powys

- Swansea

14.3 Proposals for draft legislation establishing the new merged authorities will be the subject of formal consultation at the appropriate time. However, the Commission, Local Authorities and the evidence for change has compelled the Welsh Government to develop the programme of mergers at a pace and Local Authorities will be encouraged to merge on a voluntary basis.

15. What are the Timescale for the Mergers?

15.1 In January 2015, Welsh Government will introduce a Bill which will provide the powers necessary to enable and facilitate preparatory work for a programme of mergers. The proposed new powers would, amongst other things, enable the Welsh Ministers to require the Local Democracy and Boundary Commission for Wales to start work.

15.2 It is anticipated, subject to the first Bill being passed by the Assembly, it would receive Royal Assent in November 2015.

15.3 In Autumn 2015, Welsh Government will publish a second Bill for consultation. The second Bill in due course will establish the new Authorities to be created through merger.

15.4 Shortly after May 2016 elections to the Assembly, Welsh Government will introduce the second Bill into the Assembly and subject to Assembly consideration, envisage the Bill would receive Royal Assent in Summer 2017.

15.5 In May 2017, Local Government Elections (postponed from May 2016) to existing Local Authorities would take place. Councillors elected to Authorities to be merged will serve a term of 3 years. Councillors of continuing Authorities will serve a time of 5 years.

15.6 Elections to Town and Community Councils will take place on the same day in May 2017

15.7 In May 2019, the first elections of the new Authorities, merged under the provisions of the second Bill would be held with Councillors elected for three years. The resulting Councils would exist as Shadow Authorities until Vesting Day on 1 April 2020 when they would assume full functions and the old Authorities abolished.

15.8 In May 2022, full Local Government Elections for all Authorities would be held, for a proposed term of 5 years.

16. Voluntary Mergers

16.1 Welsh Government agree that the mergers should be encouraged on a voluntary basis. This will be facilitated by specific legislative provision in the first bill.

- 16.2 A possible timetable for Authorities who wish to merge voluntarily;
- the first Bill in Jan 2015 would include a power for the Welsh Minister to merge Authorities who wish to do so voluntarily
 - Authorities wishing to do this must submit expressions of interest by Nov 2014 and fully developed cases by 2015
 - There would be no elections in May 2017 to Authorities merging voluntarily – instead subordinate legislation would extend terms of exiting Councillors to May 2018
 - In October 2017, a shadow Authority and shadow council for the merging Authorities would be established
 - Vesting day for the new voluntarily merged Authorities would be 1 April 2018. First elections to the new authorities would be held in May 2018
 - Elections and terms for Community and Town Councils in Authorities would merge voluntarily.
- 16.3 Welsh Government will consider providing additional support to those who propose to merge voluntarily and continuing Authorities to act as pilots and pathfinders for the constitutional and service transformation. They will also consider support for early adopters who are willing to act as 'model' authorities developing innovative approaches to scrutiny and public engagement.
- 16.4 The Welsh Government will issue a 'prospectus' for voluntary mergers which will set out what we expect from Authorities who wish to merge voluntarily and how it can help

17. Facilitating and Incentivising Voluntary Mergers

- 17.1 The Commission recommends incentivisation of early candidates for voluntary merger. The Welsh Government will set out some non legislative mechanism as incentives. In order to give legal effect to voluntary mergers, the first Bill will include powers to enable Welsh Mergers to merge two or more Authorities.

18. Local Authority electoral wards

- 18.1 The Local Democracy and Boundary Commission for Wales (LDBCW) will have a crucial role in considering and making recommendations for electoral arrangements for Local Authorities. Existing legislation does not allow the LDBCW to start work on reviewing a new Authority until the new Authority has been formally established. This could mean a lengthy delay before the first election for the new Authority. The Welsh Government intend to make provision within the first Bill for the LDBCW to start its work as soon as Welsh Government have been able to confirm its intention to establish a new Authority.
- 18.2 The first Bill will enable the LDBCW to make recommendations for Electoral arrangements for the proposed new Authorities for voluntary merger

19. Remuneration of Elected Members

- 19.1 The Independent Remuneration Panel (IRP) can only make determination in respect of payments to members of established Authorities. Welsh Government intends to make provision to enable the IRP to start work early in relation to the payments made to Members of new Local Authorities and shadow Authorities.
- 19.2 The IRP will also be able to set the maximum proportion of payments to be made of shadow Authorities who are also members of existing Authorities, in order to ensure such members are not being paid twice for doing the same job.

20. Disposal of Property and Assets

- 20.1 Provision to enable asset related savings will be made in the first Bill in order for Welsh Ministers to provide assistance to new Authorities on these issues. However, as current proposals for mergers are for existing Authorities it is not anticipated that there will be any requirement for diverting and distributing property or assets.

21. Collaboration, co-operation and preparation in advance of mergers

- 21.1 Welsh Government will make provision in the first Bill for Local Authorities to establish Joint Transition Committees to ensure they co-operate and work together for the preparation of the merger. The power would enable Welsh Ministers to specific certain tasks such as scope out existing delivery arrangements, workforce structures, assets.
- 21.2 Welsh Government will also make provision within the first Bill, to prevent activities by current Authorities which might bring financial or reputational damage to any new authority.

22. Staffing Matters

- 22.1 Welsh Government intend to establish a Staff Commission to advise Welsh Minister on staff matters related to the proposed Local Government mergers. Initially the Staff Commission will be established on a non statutory basis, however, Welsh Government intend to put the Commission on a statutory footing as part of the second Bill.

23. Financial Considerations – the Costs and Benefits of merging Local Authorities

- 23.1 The findings from the Commission report that inaction is not an option because of severe and unsustainable pressure on public services over the next 10 years. Severe financial pressures mean that it is not realistic to expect Welsh Government to provide large injections of cash to meet the cost of mergers.

- 23.2 The WLGA estimated the costs of the mergers to be between £200 to £400 million, with recurrent annual savings of £92 million and £100 million. The commission believe that the WLGA have over-estimated the costs and potential savings, and the White Paper suggests the cost may be between £80 million and £100 million, with recurrent savings of £60-£80 million a year.
- 23.3 A draft Regulatory impact assessment to assess the potential costs and benefits as far as reasonably practical will accompany the draft Bill in the Autumn.
- 23.4 The White Paper states that costs should be put into context. Local Government in Wales spend £8 billion every year and the WLGA's upper costs only equate to 0.5%² of this annual expenditure (even in the WLGA's upper estimate for the costs - £400 million and recurrent savings were the lowest estimate £92 million) – this still suggests direct payback within 25 years.

24. Local Government Funding - how local services are funded in the future

- 24.1 Local Government in Wales spends over £8 billion a year in delivering services. Spending comes from a variety of sources including Welsh Government grants, other grants, council tax, non domestic rates incomes, fees and charging and borrowing. Welsh Government will seek to review the Local Government finance system
- 24.2 Welsh Government will explore the scope to develop stronger links between funding, performance and the delivery of strategic outcomes identified through the Well-being of Future Generations (Wales) Bill. It will also seek to simplify arrangements where practical and ensuring funding and budgeting arrangements are more inclusive and transparent

25. Local Government Funding – Council Tax

- 25.1 Welsh Government suggest that whilst there may be local impacts on council tax levels, there should be no need for the overall council tax requirement to increase as a result of the mergers. Moreover, mergers should deliver efficiencies where possible.

26. Local Government Funding – Welsh Government Support

- 26.1 The greatest proportion of exiting funding to Local Authorities is provided by the Welsh Government through the RSG which is distributed using a needs based formula. A programme of mergers will require the development of a new basis for distributing this funding to

² This is an incorrect estimate. The actual proportion is 5%

take into account the social and economic characteristics of all Welsh Authorities.

26.2 The Welsh Government will review hypothecated funding as part of a wider review into the finance system for Local Government.

27. Response by the Welsh Local Government Association

27.1 The Welsh Local Government Association estimate that the costs of merger of Local Authorities could be up to four times higher than the costs estimated by Welsh Government (up to £400 million) and that simple mergers and boundary re-organisation will not ensure that Local Authority services are resilient or sustainable. Moreover, they suggest that during a time of massive cuts, huge sums of money would be spent on the complex architecture of a full blown re-organisation.

27.2 The Welsh Local Government Association have proposed an alternative model based on the Combined Authority models in England. They suggest that it would be more effective to legislate to ensure the consistent delivery of regional services, rather than legislating to achieve fewer Local Authorities. They suggest that there are already definable regions of Wales which are larger than the Local Authorities recommended by the Commission and are suitable geographies for undertaking a range of public services;

- North Wales
- Mid and Central Wales
- South West Wales
- South East Wales

27.3 The WLGA suggest that the presence of two City Region Boards in the South West and South East could assist the approach and that 'Combined Authorities' could be engines which fuel the city region approach. They identify a number of functions which could operate on a regional basis including; transport, planning, economic development, tourism, school improvement, commissioning health and social care services, waste process and the provision of IT procurement, pay roll, pensions and other back office services.

27.4 Attached to this report is a copy of the speech made by the Auditor General to the WLGA Annual Conference on 19 June 2014. The Auditor General comments on the need for public service reform and the affordability of reorganisation.

28. Conclusion

28.1 This report provides a summary of the main points in the white Paper and in the paper from the WLGA on an alternative approach.

28.2 The Welsh Government have invited comments on the White Paper by 1st October 2014.

28.3 The Council will need to consider its response to this debate, including the potential implications, if the Welsh Government's proposals are enacted, of Swansea remaining as a stand-alone council on current boundaries.

28.4 Regardless of the eventual outcome, the Council's current approach is to continue with the programme of change and transformation through the Policy Commitments and *Sustainable Swansea – fit for the future*. Our local service and financial challenges are such that we cannot allow the debate about local government reorganisation to become a distraction.

29. Equality & Engagement Implications

29.1 There are no equality and engagement implications associated with this report at the present time. See Paragraphs 5.2 and 8.2

30. Financial Implications

30.1 There are no immediate financial implications associated with this report at the present time. There are longer term issues and consequences set out particularly in paragraphs 23, 24, 25, 26 and 27 of this report.

30.2 The wider proposals as they develop could have significant financial and operational consequences and risks for the City and County of Swansea, and for local government in Wales across the piece. At this stage it is too early to realistically assess with any certainty any additional specific costs, risks or opportunities for the City and County of Swansea and whether there any material differential impacts arising from the stated Welsh Government preference for a continuing standalone City and County of Swansea compared to mergers in most existing authorities.

31. Legal Implications

31.1 There are no legal implications associated with this report at the present time.

Background Papers: The White Paper – Reforming Local Government.

Appendices: Appendix A – WLGA Annual Conference 2014 speech

WLGA Annual Conference 2014
Thursday, 19th June 2014 – Venue Cymru, Llandudno

**Devolved Public Services and the Challenge of Change
in the next ten years
(Intro slide)**

Good morning.

We are in an era where patterns of delivery are being reconsidered across the public service landscape and we are all anticipating governmental responses to the Williams and Silk reports.

So where are we?

Williams was a useful and broad survey of Welsh public services – but lacked a truly coherent vision. We need government to lead in developing a clear picture of what we want from public services and local authorities.

Slide 1: Relevant, trusted councils for strong communities

Form follows function

Form must follow function. What are the models of delivery and enablement that will help us deliver value and quality for the next ten years and more? This is paramount and must precede any discussion on boundaries.

Inheritors of the Cantrefi

But we need to be aware that ancient boundaries continue, not just in people's hearts and minds but in geographical terms. This map shows the ancient Cantrefi of Wales. Some of the boundaries are familiar.

There are natural groupings that stand the test of time and generate strong attachments. You don't fiddle with that without a very good reason.

The power of "Y Bro" in Wales is strong. People have a fierce devotion to their community and the interests of local people has given rise to some of our most valued public institutions. We need to harness this quality if we are to achieve successful transformation.

Services meet needs

But our concepts of value are often too strategic and fail to resonate with local communities.

Engaged and visible

Those who plan and deliver services need to be visible to local communities and open to their ideas of what represents value for them. For local people to engage with the improvement agenda they must understand the implications for the quality and safety of the services on which they depend.

My study on Public Engagement in Local Government found few practical examples of collaborative forms of engagement and since then I have seen little evidence of a shift towards co-production or as it is often described, 'working with, not to'.

Well governed, trusted and transparent

Disillusionment with public services becomes most entrenched when someone has a negative personal experience reinforced by negative messages from local media or social media without understanding the context (remember more than half the people of Wales do not know who runs our NHS).

When public services score repeated own goals, in relation to compliance and governance, they make it more difficult for communities to trust them.

- I have had to make my audit regime for town and community councils more, not less rigorous as a direct consequence of a series of governance failures and at the urging of the Public Accounts Committee.
- The review I conducted jointly with HIW into governance issues at Betsi Cadwalder Health Board has led to the development of an escalation and intervention protocol.
- You will be aware of recent public interest reports on Welsh councils.

The message is clear – whatever else you consider reducing, your focus on governance and accountability cannot slip.

But, if you develop more robust internal audit and scrutiny arrangements many of these financial management and governance issues can be identified and addressed within your council. ..and that in turn enables me to lighten the audit programme and reduce your audit fees.

Clear, comparable, well-chosen performance information

Without timely, robust performance information we find it very hard to make fair comparisons across public service and national boundaries. But without such comparison we cannot raise the aspirations of our communities or target improvement efforts to maximum effect . So we must all engage in a sensible and mature debate on what information is necessary then make sure it is gathered, analysed and used to raise our game.

Slide 2 - Future focused and strategic

To be a high performing public service for the next decade we have to think more strategically. Salami slicing services has been an easier choice for the short term, but those who take the harder road of service review and redesign are going to see the benefits. It is this long-term thinking that can safeguard essential services for the future and produce innovations and efficiencies that make best use of limited resources.

My recent report on *Meeting the Financial Challenges Facing Local Government in Wales* highlights the perfect storm. Sharp reductions in funding coupled with pressures from a growing, and ageing, population – with rising demands in areas such as social services and education. All of this spells trouble for local authorities if they do not have robust, longer-term, strategies in place which are linked to medium term financial plans. Too many councils are falling short and running out of time.

Because we have to be realistic about resource limits. At present it seems there is to be more money for health, social services and education. As an auditor, I have to ask the question. Where is the money coming from –even with further devolved fiscal powers? Borrowing, and perhaps tax-raising, powers have to be used wisely and not just to avoid hard decisions.

Money isn't the only finite resource. The Future Generations Bill challenges us to demonstrate how we consider the impact of our decisions in the longer term. This raises the twin issues of stewardship and value to the top of the agenda and requires us to give up our fiefdoms.

Slide 3: Integrated, innovative and supported by external review

Integrated: seamless at point of delivery

We know that service users don't care about how public services are configured, nor who runs them but rather want simpler and more accessible ways of interacting with providers.

Describing the Social Services and Well-being (Wales) Act 2014

Gwenda Thomas, said that "a key plank of the transformation that is proposed is about achieving greater integration"

We need to find new, more integrated ways of meeting need for the next decade, such as co-production, and look to the third sector and others outside of mainstream public service bodies, for inspiration

Innovative: sharing learning: mistakes as opportunities

Well-managed risk taking is also vital to our success as a public service in the next ten years. But balancing flexibility with accountability is the challenge - as we have seen in some recent high profile cases.

Timely and helpful external review: risk based and proportionate

You will be aware that the Wales Audit Office is an advocate of shared learning. We seek to act as a conduit for the helpful ideas and innovations that we identify in the course of our audit work . And we see mistakes as opportunities to learn.

My recent study on scrutiny in local government integrated shared learning activity throughout and beyond the life of the study itself. I want to undertake more such 'real-time' audit work that actively engages and involves members and officers in my work programme.

I am keen to provide audit commentary that informs (not duplicates) the work of policy and decision-makers, avoids undue focus on process and is **proportionate to risk**.

The Wales Audit Office is strengthening our sector understanding and relationships with audited bodies to better target our resources in these fast moving times, and help support transformation with well-timed and robust evidence.

Thank you

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

Cabinet – 26 August 2014

WELSH LANGUAGE SCHEME DRAFT ANNUAL MONITORING REPORT 2013-14

Purpose:	To approve the Welsh Language Scheme Annual Monitoring Report 2013-14.
Policy Framework:	Welsh Language Act 1993, Welsh Language (Wales) Measure 2011, Welsh Language Scheme, Strategic Equality Plan 2012-2016.
Reason for Decision:	The Council is required to undertake an annual review of the implementation of the Welsh Language Scheme with a report presented to the Welsh Language Commissioner and published.
Consultation:	Legal, Finance; Access to Services; Equalities Committee.
Recommendation(s):	It is recommended that Cabinet: 1) Considers and approves the Welsh Language Scheme Annual Monitoring Report 2013-14 for submission to the Welsh Language Commissioner and publication.
Report Author:	Euros Owen/Phil Couch
Finance Officer:	Carl Billingsley
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins

1.0 Introduction

1.1 As required by the Welsh Language Commissioner a report on the implementation of the Welsh Language Scheme is undertaken annually and includes monitoring of six Welsh Language performance indicators.

1.2 In common with many parts of Wales the profile of the language in the City & County of Swansea has changed over the past decade. According to the 2011 Census 11.4% of the population (26,332) of the City & County of Swansea speaks Welsh (with 19.3% having one or more language skills). This represents a decrease of 1.6% since the 2001

Census which was a little less than average across Wales (1.9%). As Swansea is an economic and retail centre for South West Wales it is important to note that nearly a third of all Welsh speakers live within the region.

2.0 Monitoring Report for 2013/14

2.1 The draft report is attached as Appendix A and covers the year up to March 2014.

2.2 The Welsh Language Commissioner requires that the monitoring report covers the following areas:

2.2.1 Compliance with the Welsh Language Scheme

- The action plan updates the progress made over the past year with a report on every target as required by the Welsh Language Commissioner and an explanation when any target has not been met. This information is contained in Section 6 and Appendix 1 of the monitoring report.
- Progress continues to be made across most actions. Key areas progressed during the year include for example:
 - Responding to the draft Welsh Language Standards Investigation
 - Further analysis on Welsh Language skills from the staff profile survey
 - Implementing the first year action plan for the implementation of More Than Just Words (Strategic Framework for Welsh Language Services in Health, Social Services and Social Care – Appendix 4 of the Monitoring Report).

2.2.2 Frontline Services

Linguistic skills in reception and contact centres are covered in Section 7:

- Welsh medium delivery in the Contact Centre was largely achieved through the recruitment of a bilingual member of staff in October 2011.
- Some work this year has focussed on the Environment Call Centre and Social Services Intake for Adult Services.

2.2.3 Management and administration of the Scheme

Section 8 of the report covers:

- Contracts – requirements in relation to the Welsh Language in contracts includes an example of numbers of Welsh speaking staff employed by some domiciliary care providers commissioned by social services.
- Governance and internal scrutiny arrangements for the scheme including the work of the Equalities Committee:
 - meetings during 2013 focused on departmental visits and presentations to update on progress on service equality objectives and actions in relation to the Welsh Language Scheme
 - the Committee also considered the Welsh Language Scheme Annual Monitoring Report for 2012-13.

- Business plans and where they relate to the Scheme through the action plan including the arrangements for implementing More Than Just Words in Social Services.
- Complaints – there have been 5 in relation to the Welsh language.
- Website content and an outline of the arrangements for the new version of the Council's website.

2.2.4 **Welsh Language Skills**

Section 9 and Appendix 6 of the report deal with:

- Further analysis of the survey undertaken at the end of 2013 which shows for example in:
 - Corporate Services: 10.6% of those who responded speak Welsh
 - People Directorate: in Education and Social Services nearly 4% and 7.6% respectively of those who responded speak Welsh
 - Place Directorate: 10% of those who responded speak Welsh.
- Investment in Welsh Language training – this section includes details of an initial one day “Cwrs Graenus” (booster course) piloted with staff from Social Services.
- Provision of language awareness training with information about our e-learning course.

2.2.5 **Mainstreaming the Welsh Language**

Section 10 deals with:

- Arrangements to assess the impact of policies on the Welsh Language through:
 - our Equality Impact Assessment process which has been reviewed to include an additional question & guidance regarding the Welsh Language
 - the implementation of the Equality and Engagement protocol within reports.
- Information on action taken to promote the wider use of Welsh including work on the Standards Investigation and key areas covered in the Service Level Agreement with Menter Iaith Abertawe/Swansea Welsh Language Initiative (Appendix 3 of the Monitoring Report).

2.2.6 **Performance Analysis**

a). The following is an analysis of our performance as outlined in Section 11 of the monitoring report:

- i). a brief commentary on progress on the priorities identified for 2013/14:
- Work with service areas to meet the requirements of WLPI1 in terms of sampling monitored contracts for compliance with the Scheme:
Some initial work undertaken in Social Services – this area will need further follow up in 2014/15.
 - Work with reception points in particular service areas to assess requirements in relation to WLPI2:
Work has been undertaken with some service areas as noted in Section 7 and will need further follow up in 2014/15.

- The finalization and publication of the Linguistic Skills Framework following further analysis of the staff profile to include measures to address WLPI 3 (training) and WLPI4 (language awareness training): *Areas of the proposed Linguistic Skills Framework that cover the designation process have been agreed in principle and applied in specific cases. The remainder of the Framework will be revised when the Standards are known. The areas in relation to further implementing the designation process and training will need further follow up in 2014/15.*
 - Further analysis of the workforce profile and language skills audit to address WLPI5 on Welsh language skills within the workforce using the data available to identify possible shortfalls in provision: *Work has been undertaken as identified in Section 9 and Appendix 6 – this area will need further follow up in 2014/15.*
 - Supporting the implementation of More Than Just Words within Social Services including the Active Offer as a model for possible use in other service areas: *The first year of implementation has been supported – see Appendix 4 for the Action Plan report – this work will continue in 2014/15.*
 - Implement the review of the Welsh language in the EIA process: *The revised EIA process has been piloted and completed (Appendix 5).*
 - Further work on the action plan in relation to outcomes and identifying areas of good practice: *This area will need further follow up in 2014/15.*
 - Work on the standards when published by the Welsh Government Minister: *Standards Investigation response completed and, for 2014/15, work will need to be undertaken to meet the Standards when decided*
 - Work outlined to monitor the quality of Welsh language services: *This is identified in paragraph c) of the report.*
- ii). the priorities for this year continue as identified above and in addition:
- enhancing the Welsh Language support available on Staffnet.
 - the need to develop a package of formal and informal support for Welsh speaking staff to deliver services bilingually.
- iii). A key risk and challenge is the reducing resources and financial constraints faced by all local authorities now and in the coming years.
- b). examples of relevant practice include:
- Culture & Tourism:
 - 5x60 service partnership with the Urdd
 - Fforwm Iaith Abertawe/Swansea Welsh Language Forum exhibition held in the Central Library in March
 - Centenary celebration of Seren Gomer in the Library
 - Housing & Public Protection:
 - promotion of Welsh at Home Swapping events in the Civic Centre with two Welsh speaking members of staff available

- quarterly monitoring of telephone and face to face Welsh Language service requests
 - Education:
 - performance in Welsh as a second language continues to improve across all key stages
 - Social Services:
 - implementation of the first year of the More Than Just Words Action Plan which has included, for example, analysis of Welsh Language in the community data and an engagement meeting with staff.
- c). monitoring the quality of Welsh Language services and/or service user surveys – this section outlines the work that was undertaken in 2013/14.

3.0 Equality and Engagement Implications

- 3.1 This report is produced in line with the Equality Impact Assessment Action Plan for our Welsh Language Scheme to monitor performance and to evidence compliance with the agreed Welsh Language Scheme to the Office of the Welsh Language Commissioner.
- 3.2 Any issues highlighted in the Scheme’s Action Plan or in the report itself will be progressed through specific initiatives undertaken by individual departments and subject to their own EIA screening. Consequently no further EIA report is required.
- 3.3 The report has been circulated to Equalities Committee members who will consider it at their meeting on the 27th August and take account of any matters that arise in the Committee’s work during the year.

4.0 Financial Implications

- 4.1 There will be no financial implications arising from the approval of this report.

5.0 Legal Implications

- 5.1 The Welsh Language Measure (Wales) 2011 provides for the replacement of individual bodies’ Welsh Language Schemes by national standards. Until such standards are implemented, the Welsh Language Commissioner has announced that the system of Welsh Language Schemes and annual reports established under the Welsh Language Act 1993 will remain in operation. The Welsh Language Scheme Annual Monitoring Report 2013-2014 therefore must be published and submitted to the Office of the Welsh Language Commissioner in accordance with these requirements.

Background Papers: None.

Appendices: **Appendix A:** Welsh Language Scheme Draft Annual Monitoring Report 2013-14

Appendix A

City & County of Swansea

Welsh Language Scheme

Draft Annual Monitoring Report

2013-2014

Summary 2013-2014

Welsh language has become more mainstreamed across the Council, with earlier engagement in initiatives and better understanding of the requirements (including possible future impacts of Welsh Language Standards). Departmental involvement in consultation responses to both the Welsh Government and the Commissioner on draft Standards has reinforced this

During the year existing practice has been consolidated with work undertaken on the proposed standards and on implementing “More Than Just Words” in Social Services.

Performance has improved against each of the Welsh Language Performance Indicators, although to varying degrees with further work required in the coming year. Complaints continue at a low level.

Progress has been achieved against most areas of the Action Plan, with a small number delayed awaiting technical enhancements or the final version of the Standards. The Equalities Committee considered departments’ progress on the Action Plan during visits and presentations.

Examples of Good Practice

Improving the Welsh language aspect of the EIA report has enabled earlier consideration in initiatives.

Some areas delivered within the Action Plan include

- § More integrated partnership working with Menter Iaith Abertawe across a range of activities for children and young people.
- § Hosting of a month long public exhibition in the main Civic Centre building featuring local Welsh language groups.
- § Improved performance across all Key Stages in English medium schools for Welsh as a Second Language.
- § Upgrading the authority’s HR system to allow staff to maintain their own Welsh language skills data directly.
- § Gathering information from external Social Care providers on staff Welsh language skills.

The Staff Equality Survey has allowed the first report on the Welsh language skills of the workforce – albeit only a partial picture.

A training course to increase confidence in using Welsh language skills has been successfully piloted.

Increasing the amount of Welsh language information on StaffNet

Areas requiring improvement

Further work in relation to the Welsh Language Performance Indicators

Measures to strengthen the Welsh medium provision at reception areas and other points of contact where numbers of Welsh speaking staff remain low.

Further work with service areas that do not consider the Welsh language aspect of their work early enough.

Development of further training courses and opportunities to support front line staff.

Introduction of Welsh Language Standards

The Standards are due to be fully operational during 2015 and so this report is the final one in this format.

Our current Welsh Language Scheme will be retained in the interim with its Action Plan being reviewed and compared against the Standards when they are published.

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1. Introduction

The City and County of Swansea Council has a declared priority to promote the Welsh language and culture.

The Council has operated a Welsh Language Scheme since 1997 under the requirements of the Welsh Language Act 1993. Our third and current Scheme was ratified by the Welsh Language Board on March 31st 2011.

In line with the terms of the Welsh Language Measure 2011, this Scheme will remain in operation until the introduction by the Welsh Government of Welsh Language Standards for public bodies and will detail how the authority deals with and provides Welsh language services.

Each point in the Scheme's Action Plan is updated as part of the annual monitoring process - with new or amended initiatives being added and changes in the structure of the authority also being reflected.

In addition to the specifics of the Scheme, the authority continues to refer to Welsh Language usage as an additional characteristic on an equal footing to the protected characteristics (as detailed in the Equality Act 2010) when considering issues of equality.

Advice and guidance in the operation of the scheme is provided through the Access to Services Team (part of the Communications and Customer Engagement service area), where the designated Welsh Language Officer is located.

The approved report will be published on the Council's public website and available to download in Welsh or English at [www.abertawe.gov.uk/cymraeg]. Other formats will be made available as required.

2. Background

The City & County of Swansea is the second largest unitary authority in Wales (by population) with a population of 239,000 (2011 Census).

Initial figures from the 2011 Census show that 19.3% of the population aged 3 and over (44,659 individuals) have some Welsh language skills. This represents a decrease of 3.2% from the 2001 figures (22.5%; 48,582).

At 11.4%, Swansea ranks 13th in terms of unitary authority percentage of Welsh speakers (compared with 12th at 13% in 2001) – but 8th in terms of numbers at 26,332 (compared with 7th; 28,938 in 2001).

The change in numbers is reflected across Wales (numbers of recorded Welsh speakers down by 20,352; 1.9% between 2001 and 2011).

Comparative census figures for 2001 and 2011 at electoral district level can be found in Appendix 2. This shows that the reduction in numbers and proportion of Welsh speakers varies between communities with some experiencing a gain. Appendix 2 also contains the 2011 census figures for Welsh language skills by Age Group across the authority area.

The figure of 26,332 above should be considered in conjunction with the *StatsWales* Annual Population Survey estimates for 2012-13 which gives a figure for Welsh speaking residents of Swansea of 35,700 (16.0% of the population).

In addition to our residents:

- Some 28,000 people commute to work in Swansea – many from areas with higher proportions of Welsh speakers.
- Swansea is a tourist destination from around the world, but especially from other parts of Wales.
- The city is the main regional centre for South West Wales and its facilities attract people from a large hinterland for its own attractions as well as for major events
- The continued presence of Swansea City AFC in the Premier League and in competing in the UEFA Europa League has provided further opportunities to promote the area and its heritage around the world –introducing many people to the Welsh language for the first time through bilingual advertising and other promotions.

3. Overview of 2013-2014

The main focus planned during the reporting period revolved around publicising and promoting the proposed Welsh Language Standards and preparing the authority for as seamless a transition as possible from the Scheme to Standards. The publication of draft Welsh Language Standards for consultation by the Welsh Government Minister in January and the subsequent Standards Investigation undertaken by the Welsh Language Commissioner until mid-April gave an opportunity to get the views of all sections of the authority on the possible effects on their operation. It also gave an opportunity to further promote the current Scheme and areas covered by the proposed standards. We await the upcoming report and recommendations with great interest.

A steering group has been set up to formulate our response to the local authority actions identified in ***More than just Words*** – the Welsh Government Strategic Framework for Welsh Language Services in Health, Social Services and Social Care. While restructuring and staff movements have had an impact, as in other areas of the work of the authority, there has been some progress in this area which is detailed later in this document.

The work of the Equalities Committee (of elected members) has included visits to customer-facing service areas to observe working practices and to see how both Welsh language and wider equalities requirements are met in practice. These visits were followed up by presentations and Q&A sessions with the departments.

The elected member Champion for Language (including Welsh) has reviewed and commented on a number of proposed Council initiatives and their potential effects on future use or promotion of the Welsh language.

Data from the staff survey undertaken in the previous reporting period has now been loaded on to the authority's HR system. A breakdown of the data is contained in Appendix 4. The data will assist in identifying service areas and teams where an exercise to enhance Welsh language provision may be required.

A pilot "Cwrs Graenus" (booster course) was held with 9 staff attending from the Social Services Department. They comprised a mix of Welsh learners and others who

had not used their Welsh language skills for some years. The overall evaluation from participants was very favourable and we will be looking to extending this offering to other areas as well as exploring methods of fostering and encouraging use of Welsh language in the day-to-day life of the authority. Work continues on the basic Meet-&-Greet course.

4. Welsh Medium Education

This is dealt with specifically in the Council's Welsh Education Scheme but it should be noted here that the demand for Welsh medium education continues to grow across the city. There are now 11 Welsh medium primary schools feeding into the two senior schools – Ysgol Gyfun Gŵyr and Ysgol Gyfun Bryntawe.

Menter Iaith Abertawe has continued to deliver some aspects of social and recreational Welsh language activities that support work in both Welsh and English medium schools (and in the wider community) through partnership and service level agreement with the City & County of Swansea.

5. The Council's Public Face

In all its dealings with the public, the authority is identified by its full bilingual title - **City and County of Swansea – Dinas a Sir Abertawe** - and this is displayed on all Council property, uniforms, vehicles, etc.

All signs visible to the public which are installed, replaced or refurbished will be bilingual. This principle is also applied to signs elsewhere – providing a set of standard designs for use in both public and non-public areas.

Information sent to individuals (or organisations) is provided bilingually except where their preferred language is known. A small number of other exceptions are also detailed in the Scheme. Production of any other items outside these guidelines will be discussed with and justified with the Welsh Language Officer before actual production or action.

While, as previously noted, parts of our Linguistic Skills Framework are operational, we await final proposals for Welsh Language Standards, before confirming the framework's provisions and progressing its formal adoption.

A bilingual greeting is defined as standard within the authority's Customer Service Standard for incoming telephone/text calls and when welcoming visitors.

Welsh language services are available across all areas of the authority. Welsh speaking staff, whether or not in front-line positions, are encouraged to wear *Iaith Gwaith* badges and lanyards.

Where a front-line Welsh speaker is not immediately available, each service area has its own strategy to meet requests for Welsh language services.

A further, final option is available to all staff in the authority through our membership of the Wales Interpretation and Translation Service (WITS) partnership – giving immediate access to telephone interpretation.

6. Compliance with the Welsh Language Scheme

The City & County of Swansea Welsh Language Scheme was approved by the authority on 3 February 2011 and ratified by the Welsh Language Board on 31 March 2011. While initially due to run until 2014, the Scheme will remain in operation until the Welsh Language Standards are formally introduced.

a). Report on the Action Plan

An updated version of the Scheme's Action Plan is in Appendix 1 of this report and includes the status of each action point at the review date. Where appropriate, specific actions have been added or amended to reflect changes made necessary by external or other forces and agreed by those departments affected.

The action plan includes points agreed within the authority which comply with and extend the operation of the Scheme. Progress continues to be made towards achieving the action plan outcomes.

While any example of non-compliance with our Scheme is regrettable, complaints, whether upheld or not, can provide an opportunity to examine and clarify procedures. Menter Iaith Abertawe acts as a critical friend to view the authority's Welsh language service provision. They also act as a point of contact with a range of groups within the Welsh language community. The support given to Menter Iaith Abertawe through a Service Level Agreement includes its work in supporting specific service delivery in certain areas, e.g., in leisure and library services. Appendix 3 outlines the key areas of work undertaken by Menter Iaith Abertawe with the City & County of Swansea.

7. Frontline Services

a). Reception Areas / Contact Centres

– data and information with regard to language skills and provision in reception areas and contact centres

Welsh Language Performance Indicator 2: Face to face service – The number and percentage of posts in the main reception area, contact centre or one stop shop designated as being Welsh essential and the percentage of those filled by bilingual speakers.

Being able to use the Welsh language at the point of contact is integral to good service provision and Welsh language skills are welcomed as being a useful skill in any role within the authority and desirable in the case of those dealing with members of the public.

The Contact Centre is the main reception point for the Council dealing with up to 80% of customer queries at first contact. 14 are employed at the Centre with 1 Welsh speaker. Welsh speaking staff in the benefits section are available to supplement this number as and when necessary.

Other contact or reception areas within the council include:

- Environment call centre
- Social Services Intake

- Housing local district offices
- The main Council switchboard

Work is continuing to develop an objective measure to be used during recruitment to identify a Welsh language skills shortfall in a team. In such cases, a Welsh language requirement in order to provide a Welsh language service would be viewed as 'a proportionate means of achieving a legitimate aim'.

This "team skills" principle from our Linguistic Skills Framework means that where the current level of Welsh speakers in a team is insufficient to deliver a Welsh language service, recruitment will target those with relevant Welsh language skills. Until fully implemented, arrangements have been made to consider this principle when a post in a front-facing area becomes available - initially internally and then, if no suitable candidate emerges, externally.

As part of this approach work was undertaken to assess requirements in the following areas:

i). Environment Call Centre:

An assessment of language skills and needs was undertaken which, in accordance with the Linguistic Skills Framework, led to the recruitment of a Welsh speaker.

ii). Social Services Intake (Adult Services):

As part of work implementing More Than Just Words an outline linguistic skills audit undertaken with the team:

- One member of staff has some skills in Welsh and has agreed to undertake further training
- Reception skills training for staff was identified as a need
- Language needs will be considered when any recruitment occurs in future

Since low levels of recruitment restrict the effectiveness of this approach (although, as noted above, some recruitment of Welsh speakers has been successful) a course to enhance the Welsh language skills and confidence of staff in reception areas is in development.

Welsh speaking staff throughout the authority, but particularly in customer facing positions are being provided with Iaith Gwaith badges and ID lanyards with posters and desk notices being provided for use in reception areas. For example, in Culture and Tourism Welsh speakers in reception areas are provided with Iaith Gwaith badges and ID holders. Posters and desk notices offering a Welsh Language service are also displayed.

Currently, each department has its own strategy to meet customer needs if Welsh speaking staff are not immediately available through a graduated response based on availability. These strategies are bolstered by the availability of immediate telephone translation through WITS/thebigword where internal processes cannot respond adequately

b). Other Services

Although there is no single integrated system available to all service areas detailing the preferred language of a service user, the vast majority of customers will make an initial contact with the authority through the Contact Centre. In such cases, the

language preference is recorded and is passed to the relevant service area to progress the matter.

Service areas dealing directly with the public have individual methods of recording language preference to ensure continuity during service provision. Language choice is included when customer information is transferred between departments.

In those services where an initial interview or assessment is undertaken for service users, the language choice is an integral part of the process and is taken into account during the whole of the service provided.

8. Management and Administration of the Scheme

The chief point of contact within the Council for issues concerning the Welsh Language Scheme is the authority's designated Welsh Language Officer (cymraeg@abertawe.gov.uk) who is part of the Access to Services team.

The team's remit, also includes advising staff on wider Equality and Diversity issues, Consultation and Engagement, the Older People's Strategy and aspect of digital inclusion. During the reporting period in question, the team also oversaw aspects of the relationship with the Third Sector - thus providing a wider context for the Welsh language within the work of the authority.

The team will continue to relate closely to these other aspects of the authority's work in the future along with others such as anti-poverty and community cohesion. This, along with the planned incorporation of the team into the Communications and Customer Engagement Service will further facilitate Welsh language requirements to be more deeply mainstreamed in further parts of the council's work.

While any questions or queries regarding the operation of the scheme are directed here, the officer and the team are involved in providing advice and guidance and disseminating information on these issues across the whole of the Council.

a). Contracts / Procurement

– report on requirements in relation to the Welsh language in contracts and an explanation of any arrangements to review or strengthen the consideration given to the Welsh language

Welsh Language Performance Indicator 1: Services on contract – the percentage of a sample of monitored contracts that comply with the requirements of the Language Scheme

As noted last year previous standard wording in contracts for service delivery with an implicit requirement for contractors to follow our Welsh Language Scheme has been replaced with the following:

Welsh Language

- 1) The service and training delivery must be provided in Welsh or English as required by the service users on an equal basis. The Service Provider will need to demonstrate that the service will be operated in a manner which facilitates and promotes this ability from inception to end i.e. marketing the training, handling bookings, co-ordinating service delivery and providing supporting literature.*

- 2) *The Service Provider shall at all times comply with the Welsh Language Act 1993 and the Council's Welsh language scheme (available on the Council's public website <http://www.swansea.gov.uk/index.cfm?articleid=2059>), as amended from time to time, as if it were the Council to the extent that the same relate to the provision of the Services. The Service Provider shall deliver the Services (in accordance with the Specification) through the medium of English or Welsh (on an equal basis).*
- 3) *The Service Provider shall be responsible for promoting the delivery of the Services in Welsh or English to the service user and shall use all reasonable steps to achieve this.*
- 4) *The Service Provider shall be responsible for monitoring the level of*
 - *take up for the service through the medium of Welsh and English*
 - *and shall report to the Council on an agreed basis by providing the following information in writing:*
- 5) *The number of users requiring the service in Welsh and English*
 - *The percentage increase/decrease from the previous report*
 - *The allocation of staff to deliver the services in Welsh and English*
 - *Any changes in service delivery made or anticipated by the Service Provider as a consequence of the above and, if relevant, the timescale for their implementation*
 - *Any complaints of difficulties indicated by service users or staff of the Service Provider in delivering the services in compliance with Welsh language obligations during the report period and any advice or guidance that is required by the Service Provider in delivering such services*

Once a contract has been signed, the corporate procurement team has no other involvement. The execution and monitoring of the contract is the responsibility of the contracting department. Discussions will need to be undertaken to ensure that due consideration is given to the requirements of the Scheme in monitoring the execution of contracts. This will be further progressed during the next year – but an initial response from Domiciliary Care providers to a request by the Social Services Department for information on numbers of Welsh speaking staff employed indicated that 3 providers (who responded out of a potential 11) had 32 Welsh speaking staff members. As the amount of information returned varied in detail further work on standardisation will be considered. It was also reported that the numbers self-reporting as “Welsh-speaking” may be an underestimate, since some staff could use some conversational Welsh with service users even though they may not have reported these skills.

b). Governance and Internal Scrutiny

– evidence that there are robust governance and internal scrutiny arrangements in place for the language scheme

Our Welsh Language Scheme was considered and agreed by the authority's Corporate Management Team (CMT) and the Cabinet and adopted by Council prior to implementation. Annual reports are considered by Executive Board, Equalities Committee and Cabinet.

The Equalities Committee was set up in May 2012 under the new administration. The Committee made up of councillors, meets monthly and completed its second annual review in April 2014. The Committee's role includes:

To support the Council in complying with equality and Welsh Language legislation and regulations in relation to staff, elected members, members of the public, visitors and others closely associated with the City & County of Swansea.

Committee meetings through 2013 focused on departmental visits and presentations, in order to learn more about equality practices 'on the ground' in relation to the equality objectives set in the Strategic Equality Plan and departmental actions in relation to the Welsh Language Scheme. The following areas were covered during the year::

- Culture, Sport, Leisure & Tourism
- Housing & Public Protection
- Social Services:
- Education:
- Human Resources & Delivery & Information
- Poverty & Prevention.

The Committee also considered the Welsh Language Scheme Annual Monitoring Report for 2012-13 prior to consideration and approval by Cabinet.

The Councillor Champion for Language (including Welsh) and another committee member visited Menter Iaith Abertawe to meet staff and users and provided a report to the Committee.

The minutes of Committee meetings can be found here:

<http://democracy.swansea.gov.uk/ieListMeetings.aspx?CId=152&Year=0&LLL=-1>

Any new or amended initiatives within the authority – whether departmental or of a wider aspect – are subjected to an Equality Impact Assessment process. This includes the potential effect that it may have on the Welsh language and/or users of the language. The latest version of the EIA process highlights the Welsh language aspects of an initiative, prompting action to maximise benefits and minimise adverse effects (see Section 10a and Appendix 5).

c). Departmental Arrangements

– information on the extent to which departmental business plans relate to the language scheme and including appropriate references and targets

The development of the current Welsh Language Scheme involved all departments in the authority. In particular, the Action Plan was developed by the departments involved and agreed as achievable and beneficial.

The individual actions from the Scheme are included as integral to the departmental business plans and so are reported against on an annual basis. Any changes, amendments or updates to actions are documented and the business plans adjusted as appropriate.

The implementation of Mwy na Geiriau/More than Just Words (the Strategic Framework for Welsh Language Services in Health, Social Services and Social Care) is being progressed within the authority's Social Services Department.

A Steering Group has been set up to direct the implementation of the framework and develop a local action plan. This includes work on the practicalities of the provision of the "Active Offer" of a Welsh language service at the start of any contact with a service user and the continuing use of Welsh wherever possible in these cases. The

outcomes of the first year of implementation are available in Appendix 4 with progress reports having been made to the Directorate Management Team.

As well as reminding departments on the operation of our current scheme, we have appraised service areas of the timetable and likely effects of the proposed Standards on working practices, with an IntraNet page being maintained giving details. Where appropriate, they have also been encouraged in early adoption of probable standards in current projects.

d). Complaints

– summary of valid complaints received and action taken

Welsh Language Performance Indicator 6: Standard of Service – Number of complaints received concerning the implementation of the language scheme and the percentage of complaints dealt with in accordance with the organization’s corporate standards

i). Corporate Complaints

The figures in this section include initial (level 1) complaints received by the Corporate Complaints Team and passed to the relevant department; plus higher level complaints returned to the team following an unsatisfactory initial response.

A new Corporate Complaints procedure was introduced in April 2013 which will record all level 1 and above complaints centrally, thus providing a more detailed picture of the service issues across the authority.

Corporate Complaints Team

During the period April 2013 – March 2014, the Corporate Complaints Team recorded a total of five complaints in connection with Welsh Language issues (out of 655 received in total).

This compares with 6 and 7 received in the last and prior reporting periods.

Of the five, one was found to be not justified.

One of the others related to a web page which was not displayed in Welsh – this was awaiting a translation and was corrected during the day.

A third related to a new initiative where the team involved did not allow sufficient time for translation of the publicity for an event. As a result, the department concerned has been reminded of its obligations in this area and performance is being monitored.

The other two involved an error in the Welsh language portion of a poster – the section concerned was informed of the proof-reading aspect of the work of the Translation Unit and plan to utilise this in the future.

ii). Hate and Harassment Incident Reports 2013-2014

During the reporting period 8 hate and harassment incidents were reported to the Council. None of these were reported as being motivated by the Welsh language

e). Welsh language website content

– evidence of arrangements for ensuring the quality of Welsh language content on the corporate website/plans for increasing and improving Welsh language content

Website content is maintained by staff in each department working as web editors – normally in addition to their normal duties. This relatively small group meets regularly to discuss matters of common interest. Dissemination of good practice and discussion and resolution of problems encountered in respect of the provision of Welsh language content are frequent topics.

Most new information added to the authority's public website is done so bilingually. This is not possible for some specific types of data and, to deal with these cases, a set of notices has been developed in explanation. These, along with other standard translations, are available on our intranet.

Because of the structure of our web site, separate figures are not available to indicate traffic to Welsh and English versions of pages.

A new version of the Council website is being introduced imminently. Information which is no longer relevant will be removed from the website. Existing pages with no current Welsh version will have translations prepared – with the most popular or useful pages being prioritised to be translated first. The process should be completed by Autumn 2014 by which time all normal pages should be available in Welsh and in English. The opportunity has been taken to consider some of the more likely proposed web standards and to allow provision for their implementation. As pages such as forms and questionnaires are updated, efforts are directed to simplifying the questions and providing a single bilingual version if possible.

The new content management system will rectify one long-standing problem – the inability to display some of the Welsh language diacritics (specifically *ŵ*, *Ŵ*, *ŷ* and *Ŷ*). Any new pages which require these should be shown correctly – although where old (incorrect) page content has been transferred to the new system, this may continue in the short term until all examples are corrected.

All sections are directed to use the authority's Welsh Translation Unit in all cases except where simple, minor amendments can be safely undertaken.

9. Welsh language skills

a). Staff Skills

– better information on the workforce's Welsh language skills and a report on the data

Welsh Language Performance Indicator 5: Human Resources, Equality and Diversity – The number and percentage of staff in the organization's service who can speak Welsh (excluding teachers and school staff, if relevant)

i). by service department

ii). according to grade of post

iii). per workplace (office, centre and main area offices)

The base data from the Staff Profile undertaken in the last reporting period has been loaded on to the main HR system. Some overall analysis has been undertaken and is available in Appendix 6 of this report. The analysis based on the responses received (around 20% of the workforce) indicates that:

- there are Welsh speakers in every Directorate and Head of Service area
- 57 out of 242 locations have at least one Welsh speaker.

Further work will now be undertaken to identify any shortfall in locations which have contact with the public.

Now that staff members can update their own details in real time, an exercise to improve the data coverage is planned, with the aim of better defining where the authority is currently able to offer Welsh language service provision and identifying those areas where action may be necessary to improve this.

Some sections of the authority maintain their own registers of Welsh speakers and/or contribute to a corporate list with all lists being available on the Council Intranet Welsh Language pages. In all cases, appearance on the list is voluntary and depends on the individual's confidence and skill levels. There is no direct link between the recording of Welsh language skills (following the staff survey or otherwise) and appearance on the Welsh speakers register.

Currently, four departments maintain their own lists of Welsh speaking staff: Housing and Community Regeneration (with 19 staff), Legal Services (3), Social Services (76) and Education (21). The figure for Education excludes those in the Translation Unit and Welsh Language Centre. The corporate list contains 42 staff across other departments – totalling 161 in all.

b). Welsh Language Training

– evidence of investment in Welsh language training and an explanation of other action taken to improve workforce skills during a period of constraints on external recruitment

Welsh Language Performance Indicator 3: Human Resources and Skills (1) – The number and percentage of staff (Welsh speakers and learners) who have received training in the Welsh language to a specific level of competence.

Initial analysis from the staff survey indicated that a number of staff have a conversational level of Welsh language skills but lack the confidence to use them in the work environment and may benefit from less structured practice sessions rather than more formal courses to develop their skills. Work with contact or reception areas (as noted in Section 7) highlighted the need for a tailored reception skills training course. However, work on the course for reception and contact centre staff has not progressed as envisaged given staff resource constraints. Current work on customer contact provision across the authority may provide a better opportunity to progress this area of work.

An initial one day “Cwrs Graenus” (booster course) was attended by 9 staff from Social Services. They demonstrated a wide range of experience from former students in Welsh medium education to limited conversational courses, but found the course successful in giving an opportunity to gain confidence in using their ‘working’ Welsh skills in a low risk environment.

The staff survey indicated that 142 of the staff responding are learning Welsh outside of the authority. Consideration will need to be given to what measures are possible to support these members of staff, e.g., during the next year consideration will be given to organising a *siop siarad* (talking shop) at lunchtimes.

The staff survey indicated a need for promotion and enhancement of existing initiatives – e.g. the current Staff Handy Guides and Council-oriented translations. Discussions have been held with our Translation Unit on the most effective way forward bearing in mind issues mentioned during investigation and report into proposed standards.

As Part of implementing More Than Just Words the following has been undertaken:

- the Active Offer is now covered in the social services Induction programme including signposting to the online case studies.
- a series of articles in the staff newsletter provided information and guidance about Welsh language issues, including the More Than Just Words Framework and the Active Offer

Work is planned on both updating the corporate Welsh awareness e-learning course and tailoring it to meet the needs of social services using online case studies.

c). Language awareness training

– evidence of improvement in the provision of language awareness training

Welsh Language Performance Indicator 4: Human Resources and Skills (2) – the number and percentage of staff who have received language awareness training.

An on-line Welsh Awareness course has been produced in house and is available through the authority's Learning Pool / Swansea sub-site. Any staff member with access to the authority intranet can register to access this course, which is also more generally available as a "guest" on the system.

Initially promoted within the Social Services Department the course is now available to all sections of staff but particularly those in front-line positions.

The Welsh Awareness e-learning course contains some basic spelling and pronunciation guidelines as well as an overview of the Welsh language over time. It has been further disseminated and adopted by bodies and institutions who have found its level and content suitable for general staff instruction.

24 members of staff have registered on the system and undertaken the course. However, registration is not mandatory and the numbers who have taken the course as "guests" is unknown.

Information on our Welsh Language Scheme is presented to all new starters as part of their induction course on equality and diversity, augmented by information on the Welsh Language Measure and the imminent introduction of Welsh Language Standards.

All departments were also consulted on the draft Welsh language standards prior to the authority's consultation response.

10. Mainstreaming the Welsh Language

a). Effect of policies

– information on arrangements for assessing the impact of policies on the Welsh language and any action taken to review arrangements to ensure appropriate assessments are conducted

The integrated approach taken within the authority with Welsh language skills and needs being a central aspect of equality policy and practice has resulted in this becoming more firmly embedded within the work of the authority than when considered as an isolated issue.

Being part of the Council's Equality Impact Assessment (EIA) process means that Welsh language issues should be considered and, where relevant, included early in

any initiative (project, procedure, proposal, strategy, etc.). Changes to procedures around project initiation and authorisation have made EIA reports fundamental to the process. The Access to Services team examines these EIAs prior to agreement and so the Welsh language and compliance with the Welsh Language Scheme is integral to this.

During the year the EIA process has been reviewed and updated to include an additional question regarding the Welsh Language in Section 4 of the report (Appendix 5).with the associated guidance now including the following:

Consider any effects the initiative may have on the use of Welsh. Specifically, aim to ensure that Welsh is treated no less favourably than English and that people have an equal opportunity to use either language.

To meet our legal duties, we need to focus on two main areas:

- *Maximise opportunities for the Welsh language to be used*
- *Minimise any barriers to the use of the language.*

Reports to Cabinet and Council now have an Equality and Engagement Implications section for noting whether or not there are any equality implications and how the EIA process has been applied to the report's subject which includes Welsh Language. The process includes sign-off by the Access to Services team which helps ensure that equalities issues (including Welsh language) are appropriately addressed.

The launch of the Swansea Standard has reinforced the message from a corporate level of the importance of being able to respond to the Welsh language needs of the citizens of Swansea. It has also promoted practical measures such as the bilingual greeting that should be given out at contact points and over the phone, - "out of office" messages should be bilingual, and Social Media accounts should be available in both Welsh and English

b). Examples of mainstreaming

– information on any action taken to promote the wider use of Welsh

Work on preparing the council's response to the standards investigation supported further mainstreaming and raising awareness. The internal process included:

- StaffNet page set up with details of the process of the Standards Investigation. This holds the relevant documents, important dates and the planned process together with what we have undertaken and what effects the standards are likely to have on various areas of operation. This has been circulated to all managers in the authority and has been highlighted through corporate communications.
- A briefing note on the proposed standards was produced for Executive Board, Heads of Service, Senior Managers and the Leader of the Council
- As part of the Standards Investigation, the proposed standards were circulated to all departments across the authority to get their views and comments on the workability of each. The collated response was considered by the Executive Board and Cabinet Member prior to return to the Welsh Language Commissioner.
- Opportunities were taken during more general contacts to include proposed standards in discussions – partly to pre-empt compliance issues but also to familiarise other areas of the requirements.

The Welsh Language Officer has attended meetings of Rhwydiaith (the Welsh Language Officers' Network) where the main discussion points were issues and

potential solutions to ensure a smooth transition from Welsh Language Schemes to Standards. They also attended briefings given by the Welsh Language Commissioner and their staff, including an individual meeting attended by the Officer and the Council's Director of Corporate Services (who has responsibility for the Welsh Language Scheme). The information from these meetings has been incorporated into briefings and other information circulated in the council.

As part of implementing More Than Just Words articles about the strategic framework and the Active Offer have been produced in the Social Services newsletter. The articles have offered items to assist staff who are Welsh speakers to identify themselves, e.g., lanyards and badges.

Participation in the Swansea Welsh language Forum allows information on developments within the Council to reach a large cross section of the Welsh language community and to respond to their experiences.

Menter Iaith Abertawe, both as a member of the Fforwm and independently, acts as a critical friend to advise and report on the availability and quality of Welsh language service provision. The support given to Menter Iaith Abertawe through an SLA includes its work in promoting the language, e.g. through cultural activities such as Twrw Tawe and a Facebook page to promote Welsh language events in Swansea.

Council wide groups such as the Customer Services Corporate Working Group and the Corporate Communications Group provide a forum for Welsh language issues, allowing a consistent approach and sharing of good practice.

Service areas have further developed their publicity in terms of the availability of Welsh language service provision and promoted this to both staff and service users.

The requirement for bilingual resources is flagged up at the start of the design process by DesignPrint - the authority's in house design and publishing function. Internal procedures preclude external sourcing of print materials and so this check is applied to all such items.

The proof-reading facility provided by the Translation Unit is increasingly being employed both during development and as a final pre-production check. In general, work for translation is being presented with longer and more manageable lead times, allowing the Unit to better plan their workload.

Information held on the Council intranet Welsh Language section has been further developed in line with requests and suggestions to improve and enhance these resources that support the implementation of the Scheme. The areas covered are as follows:



Downloads	
Handy Guide - Welsh Council Website [271kb]	Handy Guide - Welsh Telephone Services [283kb]
Handy Guide - Welsh Documents and Publications [292kb]	Handy Guide - Dates and Times [293kb]
Handy Guide - Welsh Standard Forms and Notices [275kb]	Handy Guide - Welsh Forms [278kb]
Handy Guide - Welsh Meeting Members of the Public [280kb]	Handy Guide - Welsh Electronic Information and Communication [269kb]
Handy Guide - Welsh and EIAs [272kb]	Council Welsh Reference Look-up [215kb]
Contracting Out Public Service Contracts - Welsh Language Issues [1.4Mb]	National Anthem [111kb]

c). Other information on mainstreaming activities

In addition to undertaking the review and supporting service areas with the implementation of the Scheme, the work of the Policy and Strategy Officer (which incorporates the role of Welsh Language Officer), continues to include:

- Encouraging and disseminating good practice both from within and outside the authority.
- Regularly meeting and liaising with the Welsh Language Officers from other public bodies and representatives from the Office of the Welsh Language Commissioner.
- Within the Swansea Welsh Language Forum, discussing joint initiatives with other local groups which support the language.
- Advising on, and assisting with responses to, comments and complaints from members of the public.
- Supporting and advising service areas on the implementation of the Scheme and development of Standards
- Monitoring and guiding the development of internal practice to ensure compliance with the Scheme.

11. Performance Analysis

a). identify risks and priorities for next year

- i). the priorities for the last year included (with a brief update in italic):
- Work with service areas to meet the requirements of WLPI1 in terms of sampling monitored contracts for compliance with the Scheme:
Some initial work undertaken in Social Services – this area will need further follow up in 2014/15.
 - Work with reception points in particular service areas to assess requirements in relation to WLPI2:
Work has been undertaken with some service areas as noted in Section 7 and will need further follow up in 2014/15.
 - The finalization and publication of the Linguistic Skills Framework following further analysis of the staff profile to include measures to address WLPI 3 (training) and WLPI4 (language awareness training):
Areas of the proposed Linguistic Skills Framework that cover the designation process have been agreed in principle and applied in specific cases. The remainder of the Framework will be revised when the standards are known. The areas in relation to further implementing the designation process and training will need further follow up in 2014/15.

- Further analysis of the workforce profile and language skills audit to address WLP15 on Welsh language skills within the workforce using the data available to identify possible shortfalls in provision:
Work has been undertaken as identified in Section 9 and Appendix 6 – this area will need further follow up in 2014/15.
- Supporting the implementation of More Than Just Words within Social Services including the Active Offer as a model for possible use in other service areas:
The first year of implementation has been supported – see Appendix 4 for the Action Plan report – this work will continue in 2014/15.
- Implement the review of the Welsh language in the EIA process:
The revised EIA process has been piloted and completed - see Appendix 5
- Further work on the action plan in relation to outcomes and identifying areas of good practice:
This area will need further follow up in 2014/15.
- Work on the standards when published by the Welsh Government Minister:
Standards Investigation response completed and for 2014/15 work will need to be undertaken to meet the Standards when decided
- Work outlined to monitor the quality of Welsh language services:
See c) below.

ii). the priorities for this year continue as identified above and in addition:

- enhancing the Welsh Language support available on Staffnet.
- the need to develop a package of formal and informal support for Welsh speaking staff to deliver services bilingually.

iii). A key risk and challenge is the reducing resources and financial constraints faced by all local authorities now and in the coming years.

b). Examples of relevant good practice

As noted last year departments within the authority continue to be increasingly aware of the need to incorporate Welsh language aspects in their service delivery programme with most requests for advice relating to the most appropriate manner to achieve this. As Welsh language issues are discussed in wider Equalities forums, experiences, problems and innovative solutions can be disseminated across much of the Council.

Areas of good and developing practice within service areas include, for example

- Culture & Tourism:
 - 5x60 service partnership with the Urdd
 - Fforwm Iaith Abertawe exhibition held in the Central Library held in March
 - Centenary celebration of Seren Gomer in the Library
 - Library provision for young children and families in partnership with TWF and Menter Iaith Abertawe.
- Housing & Public protection:
 - promotion of Welsh at Home Swapping events in the Civic Centre with two Welsh speaking members of staff available
 - quarterly monitoring of telephone and face to face Welsh Language service requests.
- Education:

- performance in Welsh as a second language continues to improve across all key stages.
- Social Services:
 - implementation of the first year of the More Than Just Words Action Plan.

c). evidence of efforts to monitor the quality of Welsh language services and/or service user surveys.

1. As noted in the report the Equalities Committee has discussed provision with a number of service areas (Action 8b).

2. As part of the work on More Than Just Words:

- The questionnaire on the views and experiences of service users and carers will be developed for use during 2013/14 and made available for front line staff to use.
- An initial engagement meeting was held with a group of seven Welsh speaking staff to get their views about the service that Welsh speaking citizens receive, the level of support provided to staff, and the obstacles to delivering the Active Offer. Work will be undertaken to consider issues that staff identified including a follow up meeting during the second year of implementation.

3. In partnership with Menter Iaith Abertawe setting up a forum for Welsh speakers with a link to the elected member Champion and reviewing the Welsh Language Scheme will now commence during 2014/15.

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Appendix 1 – Action Plan Update

A1.1. Action Plan – General Principles						
The underlying principles of this action plan are that, during the currency of this Welsh Language Scheme :						
						2013-2014 UPDATE
A1.1.1	The provision of Welsh language services in all areas of the authority's work will, as a minimum, be maintained at current levels.	The Access to Services team provides advice and guidance in all areas of the work of the authority. The Equality Impact Assessment procedure (which examines initiatives to ensure negative effects on various groups are minimised) deals explicitly with Welsh language usage as a characteristic and so highlights this as a consideration in all cases.	The level of service across the authority has been maintained and enhanced this period. Recruitment of front-line staff now routinely considers Welsh language staffing levels. The Equality Impact Assessment process ensures consideration of Welsh language issues during any significant developments. Publicity regarding, e.g. proposed standards, keeps Welsh language requirements in the spotlight.			
A1.1.2	Public facing areas of operation will promote the availability of Welsh language services.	The Scheme continues to be promoted to staff through Team Information Sheets and the Intranet, and to customers through the Open House magazine. Progress is monitored through an annual reception area audit. Promoted in Team Information sheet Dec 2011. Open House Magazine 2011 Issue 2. Compliance will be monitored during annual reception area audit in Spring	Previous points such as provision of Iath Gwaith badges and lanyards. ID holders, posters, desk notices, etc. remain available and are regularly promoted internally. Within Social Services, the provision of an Active Offer in line with the MTJW framework is being progressed in line with the overall action plan. The provision of Welsh oriented information (e.g. standard wording for messages, signs) available through StaffNet is also being developed All information developed within the authority for			

		<p>2012. The following teams now have Welsh E-mail addresses: Rents Team, Housing Options, Housing Advice, Furnished Tenancies, Tenancy Support Unit, Urban Renewals, Community Regeneration Unit, Communities First, Manager of Customer Services Team and the Participation Officer. Welsh Speakers list in Customer Service Information Manual, Induction Booklet and Intranet are updated regularly. Last updated December 2011.</p>	<p>members of the public should be bilingual – only a very small percentage fail to meet this target, some of which are specifically mentioned within our Welsh Language Scheme. A bilingual policy is in operation for all new or replacement signage, whether for public or internal areas</p>
A1.1.3	<p>Partnership working (internally or externally) will be employed where possible to raise the profile of the Welsh language and its use. The need for internal partnerships to meet our Welsh</p>	<p>Agreements have been made with Menter Iaith Abertawe in order to provide a Welsh language service provision in partnership particularly in relation to children and youth services.</p>	<p>The need for internal partnerships to meet our Language Scheme is generally met. We welcome the call by the Welsh Language Commissioner for further guidance in the implementation and operation of multi-agency partnerships. Whenever possible – and especially when acting as the lead agency - the authority highlights the need to ensure a consistent and comprehensive response to the needs of the Welsh speakers when such partnerships are set up and when their terms of reference are formulated. A service level agreement with Menter Iaith Abertawe has continued for 2012/13 to assist the authority in various aspects of its Welsh language provision, to act as a critical friend and to provide a link to sections of the Welsh language community during engagement and</p>

			consultation exercises as well as more informally.
A1.1.4	Staff will be provided with Welsh Language Awareness training to illustrate the linguistic and cultural history and current status of the Welsh language in the authority's area.	An on-line e-learning Welsh Language Awareness course has been developed and piloted. Minor amendments have been incorporated following initial feedback and this course is now available to release more widely and will be available to all staff with internet access.	As previously noted, in order to widen the range of people able to access the course the Welsh Awareness e-training does not require registration and so the total recorded as undertaking it belies the actual numbers. The course is promoted as part of corporate and departmental induction courses for new staff as well as on the staff intranet
A1.1.5	Staff will be encouraged to use the Welsh language as a part of their role both internally and customer facing.	The increased availability of Handy Guides and other business related information on Staffnet and their promotion across service areas continues to raise the profile of the language. Extended use of Welsh language promotion tools such as "Iaith Gwaith" badges and reception desk notices in areas including Housing and the Contact Centre have further encouraged use of the language.	Distribution of Iaith Gwaith materials has encouraged use of Welsh both formally and informally between members of staff and with service users. Data from the Staff Survey will allow further analysis to identify and encourage more Welsh speaking members of staff to promote and use these skills during their normal duties.
A1.1.6	Formal and informal classes will be made available for staff members to increase their knowledge and use of the Welsh language	The planned workforce profile survey will identify the most suitable staff member base to target training. A Welsh awareness e-learning course is now available for general use within the authority, having been tested and piloted. Initial work has been done on the development of a basic Welsh usage (recognition/spelling/pronunciation) course aimed at staff members in a	The e-learning Welsh Awareness course is mentioned above. An initial Cwrs Graenus (booster course) to build confidence of staff members who have learnt Welsh or may be out of practice has been held was well received. This course concentrated on the Social Service department (in line with the MTJW Framework Active Offer). Staff in other sections have expressed interest in such a course and it is planned to hold further

		customer facing post. In addition, the Libraries section is investigating the possibility of an on-line Welsh language course which would be available to members of the library.	courses and to develop a follow-on programme to maintain the interest and progress of those attending will be developed. It is still planned to develop a “meet & greet” course with basic skills. Any new on line courses will be determined when results of the recently held staff survey become available.
A1.1.7	Information will be gathered on the operation of the Scheme to highlight areas of good practice as well as areas where improvements can be made.	Information sharing within the Customer Services Corporate Working Group and its Welsh language sub-group provided a means of highlighting both aspects. The annual review has highlighted a need for a specific Task & Finish Group to address this action and will be progressed during the next year.	The Annual Review and associated Monitoring Report provide opportunities to assess the performance of individual departments and to publicise both good practice and areas for improvement. It is also allows senior managers to gain reflect on the current state of progress towards implementation of a full bilingual service across the authority

Reference is made within the plan to Welsh Language Indicators (WLI1 – WLI6) (as defined by the Welsh Language Board). The indicators may be viewed in Appendix 4.

A1.2. Corporate Actions

Corporate Actions

Note that every item in this action plan will be reviewed annually

	Action required	Responsibility	Expected outcome		Update 2013-2014
A1.2.1	Implement the Welsh Language Scheme across all	All Directorates; Access to Services Team	Welsh Language Scheme implemented within	The Access to Services Team continues to provide advice and guidance to all directorates on implementation of the Welsh Language Scheme.	The Access to Services Team, where the Welsh Language Officer is based, continues to provide advice and guidance to all directorates on implementation of the Welsh Language

	areas of the Council		legislation and best practice and in line with advice and guidance	The Scheme's Action Plan has enabled a more objective measure of progress against identified targets.	<p>Scheme and the work continues to mainstream the Welsh language across the work of the authority.</p> <p>Specific information on Welsh language issues and practices are available on the IntraNet.</p> <p>Increasingly, departments consult the team earlier in developments – helping to ensure that Welsh language issues are better incorporated within initiatives</p>
A1.2.2	Review implementation of the scheme annually and supply data for annual monitoring report.	All Services; Access to Services Team		<p>Information from relevant service areas has been collected and collated for this review.</p> <p>WLS actions will be integrated into the current performance management framework for completion and the annual Head of Service survey as part of the review for 2012/13. A cross authority Task & Finish Group chaired by the Head of Performance & Strategic Projects will be established to monitor and review the action plan during 2012/13.</p>	<p>Annual report was considered and agreed by Corporate Management Team and Cabinet and published in line with the timetable agreed with the Office of the Welsh Language Commissioner. A review meeting was held to discuss the areas where further information was required by the Commissioner.</p> <p>In addition, a number of meetings were attended regarding the proposed Welsh language standards and departments apprised of the probable future requirements in this area. This included a meeting between the Director of Resources and the Deputy Commissioner at the Commissioner's Office in Cardiff.</p>

A1.2.3	Develop, implement and review the Linguistic Skills Framework to meet WLI2, WLI4 and WLI5	Resources; Human Resources; Service Areas; Individual Staff Members and their Managers	A better picture of the key language skills available throughout the Authority	<p>Linguistic Skills Framework has been produced in draft format. The workforce profile audit now planned for mid-September will include questions in relation to Welsh Language Skills which will be reported on through the ISIS system. The Framework will be reviewed following the outcomes of the survey but in the meantime relevant areas, e.g., designation will be considered and reflected within HR policies.</p> <p>Departments, including Culture and Tourism, have been updating their information on Welsh speakers.</p>	<p>While, as previously reported, some areas of the Framework have been implemented - particular for use in recruitment, the final version of the Framework awaits the formal publication of Welsh Language Standards so that it may effectively reference these new requirements.</p> <p>The adoption of the Framework will be progressed during the next reporting period as a means of detailing measures needed to ensure compliance.</p>
A1.2.4	Promote and encourage Welsh language content during events, ceremonies and other proceedings	All relevant service areas; Resources- Access to Services Team	Higher profile and greater use of Welsh language content during events hosted or organised by the authority	<p>Housing : Most promotional material for events etc. are bilingual e.g. Gardening Competition, Max your Money leaflet and Project Hope bridge banner</p> <p>C&T currently produce all marketing material for events bilingually and are introducing Welsh to a greater extent at events. For example bi-lingual introductions at events and through the staging / hosting of Welsh based events (e.g. St David's Day celebrations and the Urdd</p>	<p>Service levels have been maintained by Culture and Tourism, whose brochures now incorporate enhanced Welsh content including terms and conditions and booking details.</p> <p>Where appropriate Welsh language productions are supported in Welsh ie Sioe Igam Ogam. Menter Iaith Abertawe are supported to host and promote other Welsh medium events.</p> <p>The promotional posters for the District Housing Offices and the electronic display screen shown at the Civic</p>

				Eisteddfod).	<p>Centre for the Homeswapper events which took place in Sept 2013 and April 2014 were displayed in English and Welsh.</p> <p>Two Housing Welsh speaking staff wearing Welsh Speakers badges/lanyards were available throughout the events.</p> <p>Bilingual pop up banners for the presentation evening of the annual Gardening competition were displayed in September 2013, and will be used in subsequent years.</p> <p>Registration Services offer Marriage/Civil Partnership ceremonies in Welsh or bilingually..</p>
A1.2.5	Promote and implement the Council's Welsh Language Scheme in all partnerships	Project Managers; Service Areas	Welsh Language Scheme included as an integral part of joining or setting up any partnership	<p>Housing :</p> <p>Guidance for staff with regard to promoting and implementing the Councils Welsh Language Scheme in all partnerships is covered in detail in the Housing Customer Services Information Manual which is available to all staff and is promoted regularly in the Team Information Sheet. To be promoted in TIS article May 2012</p> <p>Culture & Tourism has a Business and Partnership Unit which monitors the leisure operation partnerships such as the LC. C&T have advised partners to make 'reasonable endeavours' to meet the Council's</p>	<p>See A1.1.3.</p> <p>More Than Just Words - Strategic Framework for the Welsh Language in Health & Social Care Services has been highlighted in the Western Bay regional project.</p> <p>The Wales National Pool (a partner of C&T) is being encouraged to adopt the WLS and have been offered use of the Welsh Language support services of the council.</p> <p>The Housing and Public Protection Access to Services Audit monitors the promotion of the of the Councils Welsh Language scheme in the Service Level agreements we have with our partners.</p>

				commitment to the Welsh Language Scheme. A recent quality check showed that the LC were complying with 'reasonable' compliance such as ensuring all permanent signs and information is bilingual and that temporary information is offered in Welsh. This Unit will address this aspect across the other partnership sites in 2012-13	
A1.2.6	Monitor telephone and face-to-face Welsh language service requests and the response which they receive.	All service areas; Resources – Access to Services Team	Record maintained of numbers of Welsh language service requests and the response received.	Housing : Quarterly monitoring procedures have been put in place to record this in detail. Figures indicate the type and level of task undertaken and although initial results (for July 2011 - March 2012) show a fairly low level of usage, the exercise has increased the profile of and encouraged the use of Welsh in the working environment. The possibilities of developing a single recording system available across the Council is being investigated and will be presented to the Task & Finish Group.	In Housing and Public Protection Departmental initiatives have continued. Initial discussions on the development of a single recording system have resulted in this being put on hold until resources are available. Quarterly monitoring of telephone and face to face Welsh Language service requests continues and now includes the Welsh Speakers of the Public Protection Service. Welsh Speakers lists are available in the Customer Services Information Manual, Housing Induction Booklet, and Intranet pages updated January 2014. Welsh Speakers monitoring figures for Housing and Public Protection are available on the "Facts and Figures" pages of the Intranet.
A1.2.7	Investigate available	All service areas;	Improved and faster access	C&T has developed an events hotline facility which is linked to the TIC	The Tourist Information Centre telephone system now updated so

	Answerphone technology (or separate Welsh language contact numbers) to allow direct (or push button) access to Welsh language recorded messages.	Resources – Access to Services Team	to information for Welsh speaking clients	telephone system. This facility allows the customer an automated facility to order a brochure, or find out about the Council's major events. This also works in tandem with the tourism website to provide an effective out of hours information service. All options are fully bi-lingual both in referral and delivery of information	messages are available in both Welsh and English An initiative to upgrade all telephony systems to allow a similar provision is being progressed across the Council.
A1.2.8	Monitor public web pages to ensure : - An increasing percentage are available bilingually - Pages not available in Welsh are displayed with a target date of when the bilingual version will be added.	All service areas; Resources – Access to Services Team	Annual increase of percentage of web pages available bilingually Published dates for Welsh language content availability successfully met	Bilingual requirements of the authority's public web pages are publicised at meetings of Web Editors group. This includes the standards expected of pages awaiting translation of content and those where full bilingual content is not feasible. System makes specific figures of percentages of pages available bilingually difficult to ascertain, but most sections report new updated pages as being bilingual wherever possible. Internal reorganisation has impacted on Customer Services Corporate	Rationalisation of public web site data, coupled with the imminent introduction of a new web content system will remove much of the older, English only content. The introduction has taken the likely Welsh language standards into account. New procedures and practices should ensure a more consistent application of our bilingual content policy.

	to meet requirements of WLI3. A detailed workplan will be developed through the Customer Services Corporate Working Group to include current baseline and priority areas for development.			Working Group activities so the workplan will be considered and progressed during 2012/13. Within C&T, this has been integrated into the Marketing/ Communications Strategy	
A1.2.9	Investigate further corporate partnership working and joint initiatives in relation to advertising, promotion, etc.	Directorates Communications Resources – Access to Services Team		Specific opportunities for corporate partnership working and joint initiatives will be progressed within the Corporate Communications and Task & Finish Groups during 2012/13.	Opportunities in this area have been limited but events promoting council services and information sharing have increasingly involved cross-department participation. Advertising of these events and the literature available is bilingual. Specific information on the authority's Welsh Language Scheme is made available within the context of the wider equalities agenda.
A1.2.10	Build up partnership working with other	Directorates Resources – Access to Services	Identified resources available for partnership	The authority has provided input to the Welsh Government initiative on joint/centralised translation facilities - our Translation Unit is run jointly with	Rhwydiaith continues to be a valuable forum for general discussion on Welsh language issues, particularly in response to the Welsh Language

	statutory bodies in relation to bilingual provision, workers, etc.	Team	work	<p>Neath Port Talbot CBC.</p> <p>Informal contacts are maintained through the Swansea County Welsh Language Forum and Menter Iaith Abertawe.</p>	<p>Measure and the incoming standards.</p> <p>In addition to continuing work with local regional partners (ABMU, Swansea University, SW Police), we have discussed Welsh language policy and both current and proposed implementation strategies with other local authorities in order to gauge a standardised response.</p>
A1.2.1 1	Building up information on the Council intranet site suitable for e-learning in relation to Welsh language skills, etc	All service areas; Resources – Access to Services Team	Welsh language resources made available to staff on the intranet	<p>The main page of the Authority intranet contains a "Welsh language" link to pages dealing with the use of the Welsh language in the work of the Council.</p> <p>General information (such as addresses) is held Welsh and English side by side, allowing a simple look-up to be used when advertising meetings, etc.</p> <p>There is advice on formatting standard documents to make them more generic and thus easier to amend</p> <p>The section also contains links (internal and external) to other pages and sites with a specific Welsh language connection whether local, regional or national. This includes details of Welsh language course providers and a direct link to the Authority's on-line Welsh awareness course.</p>	<p>The information available has been augmented in line with requests received during the reporting period.</p> <p>Further information being considered will include a standard list of commonly required notices and signs ("Out of Order", "Queue here", etc.) to allow departments to provide bilingual information at short notice without having to contact the authority's Translation Unit</p>

A1.3. Actions for Corporate Services					
Corporate Services					
Note that every item in this action plan will be reviewed annually					
	/Action required	Responsibility	Expected outcome	Status	Update 2013-2014
A1.3.1	Develop appropriate communication and promotion plan for promoting the availability of Welsh language/bilingual services in service areas	Communications Access to Services Team	New corporate communications plan will reinforce need for bilingual communication Staff updated with information on Welsh Language Scheme as required.	Internal communications are used to inform staff of bilingual requirements when producing literature etc. Efforts have been concentrated on ensuring that staff are aware of the need to provide Welsh language services through staffnet, handy guides and liaison with service areas. Suitable methods of promoting the services available across the authority will be considered over the next year	The issue of design and recognition of the authority "brand" is being developed and progressed through the Customer Services Working Group. The requirements of the Welsh language scheme are integral to this. During the year significant support was given by the team (&WLO in particular) to HR in delivery of the staff profile survey. Initial work is being undertaken to identify a new web content management system and the need for a bilingual interface will be part of the required specification.
A1.3.2	Monitor external communications from the Council to ensure compliance with the Scheme	Communications	Increased profile and publicity within the authority of the Corporate Communications plan. Strengthened corporate support for	External communications are monitored daily and issues are raised with the Welsh Language Officer .	Procedures continue as last year.

			bilingual		
A1.3.3	Identify and train suitable people as spokespeople in service areas for the Welsh medium media	Communications, all Service Areas	Suitable individuals identified within service areas to undertake role Communications to explore training opportunities for these staff	Those staff identified by their services as "media Welsh speakers" are utilised when Welsh interviews are required.	Welsh-speaking interviewees are provided when available. This has been particularly successful with the broadcast media coverage of Swansea based events as well as Swansea's links to the national and international events. A register of staff authorised to speak on behalf of the Council is being further developed. Changes to the staffing and structure of the Council have highlighted the need to review and formalise the "media Welsh speakers" resource within the Council.
A1.3.4	Continue to use internal communications to promote Welsh Language Scheme, improving Welsh language skills, skills framework, etc	Access to Services Team Communications.	Increased profile of Welsh Language and the Welsh Language Scheme within the authority	Internal communications are used to promote the Welsh language requirements and opportunities. These include news stories, emails and use of corporate briefings. Welsh language resources available on the Council intranet have been highlighted. Presentation on revised Scheme and Action Plan at Top Managers meeting in July 2011.	Throughout the reporting period there have been numerous communications about the Council and the Welsh Language. While the majority of these have concerned the proposed standards, opportunities have been taken to reference our current Welsh Language Scheme and to highlight potential changes to our working practices which may result. Staff newsletters in, for example, Culture, Tourism, Leisure and Sport; Housing and Public Protection; and Social Services, have detailed the needs of service provision and promoted available courses and other resources, including the Welsh

					Language section of the intranet.
A1.3.5	Continue to use internal and external communications to promote availability of Welsh Language facilities and aspects during events developed by the authority.	Communications Relevant Service Areas	Continue to promote and highlight the use of Welsh language and bilingual materials, activities, workshops, etc during major events and initiatives	These opportunities are promoted for those attending events.	<p>We endeavour to include Welsh language items in events which we organise and support Menter Iaith in delivering events through the medium of Welsh.</p> <p>Most communications produced by the authority to promote events in the area are produced bilingually.</p> <p>Some of the advertising which is produced for specific markets outside of Wales (e.g. homes of teams facing Swansea City in the Premier League) will be mainly English language, but often with some inclusion of reference to Welsh language aspects of the area.</p>
A1.3.6	Explore the need for further guidance on the design and format of bilingual material in partnership with Design Print	Communications	<p>Bilingual approach to printed material further embedded corporately.</p> <p>Less material produced outside the Welsh Language Scheme</p>	<p>Designprint works closely with departments to ensure Welsh needs are met on a job-by-job basis.</p> <p>Different methods/layouts to meet bilingual design requirements are considered at start of design process.</p>	<p>DesignPrint has maintained a watching brief on internal requests for work to remind departments of the requirement for bilingual production and distribution.</p> <p>As a Corporate Design strategy develops, the proposed Welsh Language Standards will be an integral part of this process.</p>
A1.3.7	Remind client	Communications	Welsh	DesignPrint ordering system includes	Increasingly, departments are

	service areas of provisions of Welsh Language Scheme if required and advise contact with the Council's Welsh Language Officer	ons	Language Scheme further embedded corporately - especially with printed material; Less material produced outside the Welsh Language Scheme; Problem areas identified and passed to Welsh Language Officer to address	Welsh language requirement. This has resulted in earlier consideration of Welsh language aspects in design and production leading to increased compliance.	<p>contacting the Welsh Language Officer early in the development of individual initiatives which may have a Welsh language aspect.</p> <p>In part, this is a result Welsh language scheme provisions becoming more mainstream, but the wider application and understanding of the EIA process across the authority also highlights potential areas of concern.</p> <p>In addition, a pro-active approach by the Welsh Language Officer to news of upcoming developments encourages forethought in design and implementation.</p>
A1.3.8	Use the Customer Services Corporate Working Group Welsh Language Group to identify and promote good practice.	Communications	Good practice (to include problems and solutions) to be a standard agenda item at meetings	<p>The functions of the Welsh Language Group have returned to the main Working Group where a standard agenda item ensures that any developments are promoted across a wider audience.</p> <p>Welsh language issues are also included within departmental or directorate equality and diversity working groups.</p>	The group is being reformulated in within the wider context of the Swansea Standard with Welsh language being an integral part of its remit.

A1.4. Actions for Corporate Services

Corporate Services

Note that every item in this action plan will be reviewed annually

	Action required	Responsibility	Expected outcome	Status	Update 2013-2014
A1.4.1	Develop and implement an annual review process for the Scheme within performance, audit and business/service planning processes	Access to Services Team	Process identified to effectively monitor performance against the Welsh Language Scheme	Items from Welsh Language Scheme Action Plan included within business planning processes and monitored and reviewed alongside other actions. Appropriate sections of business plans reviewed.	While internal reorganisation has changed some responsibilities, annual reporting continues with updates received from relevant sections.
A1.4.2	Review and report implementation of the scheme annually to CMT, Cabinet and the Welsh Language Board	Access to Services Team	Annual Reports in line with published timetable of Welsh Language Board	Annual report information collected from service areas and collated for publication to Welsh Language Commissioner's Office timetable including reporting to CMT and Cabinet	. The Annual Report for 2012-13 was produced to timescales agreed with the Office of the Welsh Language Commissioner.
A1.4.3	Support and advise directorates and service	Access to Services Team	Consistency of approach to implementation across all	With one or two exceptions, the Access to Services team and the Welsh Language Officer are recognised as a mainstream point of	Further information has been added to the Welsh Language section of the authority's intranet.

	areas in the monitoring, implementation and review of the scheme including development of appropriate guidance.		service areas, advice and guidance provided to resolve identified problem areas	contact for advice and information on Welsh language issues.	<p>Ad-hoc advice continues to be supplied as well as more formal information on proposed standards supplied.</p> <p>Implementation of the new public website is imminent and should rectify some of the longer-standing issues regarding Welsh language display. Involvement with departments in responding to the proposed standards and the Standards Investigation has raised the profile of the language further. Work on mapping the proposals against our current Welsh Language Scheme, to highlight changes has led to some departments incorporating standards in new initiatives.</p>
A1.4.4	Identify and define language skill levels and criteria to allow more objective classification as part of the Linguistic Skills Framework	Access to Services Team	Method of gauging individual skill levels against specific criteria	Criteria defined for use in Linguistic Skills Framework to allow individual members of staff to self-assess their language skills.	<p>Initial results from the Staff Survey - and in particular figures on Welsh speakers have demonstrated that most areas of activity have staff with Welsh language skills.</p> <p>"Self-serve" has recently been introduced to allow staff members to update their details (including linguistic skills) directly onto the system. The classifications used in gauging skill levels seem to be reasonably intuitive, displaying a range of perceived skills. The data now available will assist in targeting actions to improve Welsh language service provision.</p>
A1.4.5	Develop form	Access to	Method to	In order to improve availability of and	The imminent introduction of the new

	and process to monitor telephone and face-to-face Welsh language service requests and the response which they receive.	Services Team	record numbers of Welsh language service requests and the response received	access to the form this will now be developed as an on-line document available through the authority internet. This will be progressed in this format during 2012/13.	corporate website will allow this action to be progressed. The proposed standards for recording requests for Welsh language service provision will be the basis for this.
A1.4.6	In partnership with Menter Iaith Abertawe, develop an on-line Welsh Awareness training package	Access to Services Team, Corporate Training	Training available through the Council intranet - especially for customer facing staff and new starters at all levels	On-line Welsh Awareness training package has been developed and piloted with 13 staff members and is available to all staff with internet access (whether through the authority intranet or personal home access). Session delivered by Menter Iaith with Youth Service workers.	The Welsh Awareness course has been promoted during corporate and departmental induction courses. While as noted previously, to ensure the widest access, there is no requirement to register for the course, the number of staff who have done so has risen to 25 - although this is an underestimate of the total. The course has been further adopted by a number of external bodies as a general resource providing an overview to the subject.
A1.4.7	Review Welsh Language fields for employee data to ensure they reflect	Human Resources, Access to Services Team	Structure in place to maintain appropriate levels of linguistic skills on employee records	Agreement has been reached on the structure to hold the necessary information but the necessary enhancement of the ISIS system to accommodate this is delayed pending a major ISIS system upgrade. Alternative methods of holding the information until this upgrade will be	COMPLETED See A1.4.4 above. Initial results are available in Appendix 6 if this report.

	proposed levels within linguistic skills framework to meet requirements of WLI 5			progressed during 2012/13.	
A1.4.8	To ensure the provisions of the scheme for third party/commissioned arrangements are included in the review of the Procurement Strategy including the process for monitoring and review to meet the requirements of WLI1.	Procurement	Procurement Strategy includes specific provisions from Welsh Language Scheme	The Council's Procurement Strategy (2010) - Theme 5 Objective 2 - sets out the requirement for contracts to support the Council's Welsh Language Policy.	While new contracts contain wording explicitly, but generally, mentioning Welsh language requirements, In line with the proposed standards, future invitations to tender and contracts will refer to specific Welsh language elements which must be met.
A1.4.9 - A1.4.1 4					As previously reported A1.4.9 - A1.4.14 either reassigned or no longer relevant
A1.4.1 5	Work with the Access to	Human Resources	All posts examined for	Initial work undertaken with draft Framework developed. Framework	Menter Iaith Abertawe and Fforwm Iaith Abertawe have been used to attract

<p>Services Team on the development of the Linguistic Skills Framework including:</p> <ul style="list-style-type: none"> - guidance on designation of posts - guidance on assessment of bilingual skills within recruitment and appointment process <p>[Former A1.4.17] Explore corporate and joint service methods of attracting and recruiting bilingual workers to</p>			<p>the relevance of Welsh language skills.</p> <p>Skills for any new posts dealing with members of the public to be considered desirable and/or to a specified level.</p> <p>Standards for assessment agreed</p>	<p>will be reviewed following the outcomes of the workforce profile survey. Relevant areas of the Framework such as designation and assessment of skills will be taken account of within relevant HR policies, e.g., recruitment. In parallel with the survey over the next year work will be undertaken with some key services on this area.</p>	<p>Welsh language applicants to some positions.</p> <p>Individual initiatives have continued where recruitment has been possible to front-line posts, e.g. in line with the More Than Just Words Framework for Social Services</p> <p>These have resulted in a Welsh speaker being recruited to the Environment Department Call Centre.</p> <p>As the proposed standards are confirmed, the opportunity to take these into account in future recruitment will be taken and the Linguistic Skills Strategy will be taken forward.</p>
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	particular service areas				
A1.4.1 6	Ensure cross reference of the Scheme within the review of policies.	Human Resources	Provisions of Scheme embedded across all HR policies	Policy review incorporated the corporate Equality Impact Assessment process which ensured Welsh language issues were considered.	The Review of Policies has been completed. Consideration of the Welsh language aspect of any front-facing role which becomes vacant will be monitored prior to advertising posts.
A1.4.1 7					Incorporated into A1.4.15
A1.4.1 8	Incorporate work on and outcomes from Linguistic Skills Framework into the Workforce Development Project within the Workforce Programme	Human Resources	Welsh language aspects included as integral part of Workforce Programme	Draft of Linguistic Skills Framework has been produced and work during development of the framework has fed into recruitment practices.	To be progressed in line with both the Linguistic Skills Framework and the Welsh Language Standards.
A1.4.1 9	Consider training and development requirements arising from the Linguistic Skills Framework in	Human Resources	Suitable training and development resources made available	Draft Linguistic Skills Framework has been produced. The workforce profile survey planned for mid-September contains questions about Welsh Language Skills. This information will be used to consider training and development requirements and revising the Framework. In addition	An initial Cwrs Graenus / Booster Course has been trialled with staff (Welsh learners and speakers needing some confidence building) - introducing basic workplace vocabulary and situations. This has been well received and we shall be looking to hold more courses but also to provide some

	line with available resources and the Council wide review of training and development - to meet the requirements of WLI4			<p>parallel work will be undertaken with key service areas as noted in A1.4.15.</p> <p>The Welsh Language Awareness course is being promoted initially through the Social Services Department.</p> <p>In response to a number of departmental requests, a basic course for Welsh language pronunciation, spelling and numeracy is in the course of production.</p>	<p>informal practice sessions.</p> <p>Once analysis is available, a more targeted set of courses should be able to be organised.</p>
A1.4.20					No longer relevant
A1.4.21	Maintain current levels of Welsh medium and bilingual service	Legal	No degradation in Welsh medium service provision	The level of Welsh medium and bilingual service has been maintained	<p>Welsh language service provision has been maintained.</p> <p>In addition, with Equality and Engagement Implications (including Welsh Language) now being examined in respect of all Council reports, the need to comply with Welsh Language legislation has been further highlighted.</p>
A1.4.22	Continue to separately monitor the numbers of complaints received in relation to the Welsh	Legal & Democratic Services – Complaints Team	Report on performance	<p>Figures with regard to Welsh language complaints received and processed by the authority's Corporate Complaints Team are compiled on an annual basis and details may be found in section *** of the annual report.</p>	<p>The new corporate system has been implemented with the result that all stage 1 complaints should now be recorded centrally, as well as those which are escalated to other stages.</p> <p>Figures supplied by the Corporate Complaints team are to be found in the</p>

	Language Scheme to meet requirements of WLI6				body of the Annual Report.
A1.4.23 - A1.4.24					As previously reported A1.4.23 - A1.4.24 COMPLETED
A1.4.25 former A1.4.9	Undertake a workplace/workforce audit to optimise current staff Welsh Language/bilingual skill levels	Human Resources, Access to Services Team	Mapping of available Welsh medium skills against areas of service provision	Individual sections maintain Welsh language skills information - a more integrated register will need to await the ISIS upgrade once survey has been undertaken.	Progress has been limited - but should be improved with the availability of staff linguistic skill statistics. Mapping of these against areas of service provision and an objective measure of required (versus existing) staffing levels would be the initial steps.
A1.4.26 former A1.4.10	Assess designation of posts and develop a plan to address the need within the contact centre in relation to recruitment, promotion of service, etc.	Human Resources, Finance, Access to Services Team	Plan to maintain a sufficient level of Welsh language service provision within the Contact Centre	Audit undertaken and Welsh speaker recruited in the Contact Centre. Welsh speakers available from Revenues and Benefits to support the Contact Centre as required.	Ongoing
A1.4.2	Use StaffNet	Human	Regular	Rather than a regular spot, articles	Much of the promotion activity has been

7 former A1.4.1 1	to promote Welsh Language awareness skills, useful links and activities	Resources, Access to Services Team	articles published on Council intranet highlighting information for staff on Welsh language	have been published in relation to developments - internal and external - impacting on the use of Welsh in the Council. Articles have been augmented by specific information sent out to heads of service as necessary. This information has highlighted statutory aspects rather than the Council specific information held in the intranet 'Welsh language' pages.	as an adjunct to informing staff on proposed standards, taking opportunities to reinforce/enhance current Welsh language Scheme provision.
A1.4.2 8 former A1.4.1 2	Develop Welsh Language intranet pages including useful information and links and investigate similar provision for the internet (to meet requirements of WLI3)	Human Resources, Access to Services Team	<<WELSH LANGUAGE>> section accessible by one click from front page of Council intranet. Feasibility of web pages detailing Welsh language services and activities across the authority's area	Link implemented to Welsh Language pages on the Council intranet containing "Handy Guides" and other "useful information" documents. The information is updated and extended in line with suggestions from staff. Links are now in place highlighting some of the Welsh language organisations working within the authority area Some links to local or regional services included within these pages but further development relies on an external information collection exercise and advice on which services may be suitable for inclusion on the Council website.	"Welsh Language" information on the authority's intranet has been expanded and suggestions received from staff on any further resources which they believe would be useful. These include generic signage allowing staff to easily download and print information such as "Out of Order"; Use Other Door"; "Queue Here"; etc. A page detailing the timeline and progress on Welsh Language Standards has also been introduced. Discussions continue on a wider facility of Welsh language resources (both Council and external) across the authority area.
A1.4.2	Deliver Welsh	Finance	All front line	Online Welsh Awareness course has	Limited progress on this action.

9 former A1.4.1 3	Language Awareness training for all front line staff in Contact Centre		staff made aware of Welsh language issues in the City & County of Swansea	been piloted and is now available. Work will now be needed with front facing sections on delivery, feedback and follow-up. Course on basic Welsh language elements including spelling and pronunciation in preparation (unlikely to be online).	
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A1.5. Actions for Social Services

Social Services Department

Note that every item in this action plan will be reviewed annually

	Action required	Responsibility	Expected outcome	Status	Update 2013-2014
A1.5.1	Work with Care and Social Services Inspectorate Wales; the Care Council for Wales; and Welsh Assembly Government Social Care Policy Division to support, develop, adopt and promote the inspection toolkit aimed at providing services through the medium of Welsh across the social	Social Services	Inspection toolkit implemented	<p>CCoS Social Services Department has followed through the required actions, but the CSSIW has not as yet been in a position to deliver the toolkit.</p> <p>While the toolkit has in some part been superseded by the incoming Strategic Framework, the work undertaken is still of use in a local context.</p> <p>Consequently, the requirement for this action item will be monitored and a decision on its viability made during the next year.</p> <p>Initial work undertaken in the context of the consultation on the draft Strategic Framework and action plan More than Just Words.</p>	This Action has been replaced by the implementation of More Than Just Words. A steering group to monitor the MTJW Action Plan normally meets bimonthly to review progress. WLO has supported implementation. (Please see Appendix 5).

	care sector on a proportionate basis.				
A1.5.2	Pursue the essential elements necessary to introduce the toolkit:-			The implementation of the toolkit is dependent on its receipt from CSSIW and so this action will be reviewed as part of work on the Framework.	See above (A 1.5.1) Incorporated within MTJW Action Plan
A1.5.3	Review contracts for external providers in relation to Welsh Language provision and monitoring arrangements , including information for WLI1 in relation to care services.	Social Services, Procurement	Improved provision of Welsh medium services to Welsh speaking service users	There is currently a clause covering equality included in contracts which will now be reviewed as part of implementing the action plan of the strategic Framework for Welsh Language in Health & Social Care	Information from a number of external providers has been obtained. This will be further progressed in Year 2 of the MTJW Action plan.
A1.5.4	Highlight cultural awareness training provision across the sector.	Social Services, Access to Services Team	Welsh Awareness training facilitated across the Social Care Sector.	Staff communications continue to be used to highlight the needs of Welsh speakers – both as part of the MTJW Framework and more generally. A basic Welsh language elements, spelling and pronunciation session to be designed and piloted to SSD with	During spring/summer 2013 a series of articles in the Social Services staff newsletter provided information and guidance about Welsh language issues. Information about the importance of the Active Offer and language sensitivity is included in staff induction.

				a possible roll out more widely across the authority.	<p>A group of Welsh-speaking staff was convened to discuss issues around supporting staff to use the Welsh language more in the workplace.</p> <p>The hosting of MTJW video clips as a reference resource will be investigated when the new corporate website is implemented.</p>
A1.5.5	Review service user journey in respect of language choice including continuity of provision	Social Services	Encourage completion of the language choice field (PARIS) during the initial data entry.	Although the actual number of completed language choice fields has increased marginally, the rise in the number of referrals means that this illustrates a reduced percentage.	<p>Consideration is being given to the feasibility of having a prompt inserted about completion of the language preference field when initial assessments are input into PARIS</p> <p>The questionnaire on the views and experiences of service users and carers will be developed for use during 2013/14 and made available for front line staff to use.</p>
A1.5.6	As posts become vacant, consider the options of recruiting a Welsh speaker	Social Services; Human Resources	Reviewed job descriptions and person specifications for staff	Following review the person specification for staff in reception posts/customer facing posts will now include Welsh as desirable.	The ability to speak Welsh has been included as desirable when new staff are recruited to first contact teams. The Adult Services Intake Team has recruited one person who, although not fluent in Welsh, has some ability and has agreed to undertake further training.
A1.5.7	Enhance available Welsh Language Awareness	Social Services, Access to Services	Welsh Awareness training facilitated across the	The on-line Welsh awareness training course will be made more widely publicised and made available to members of the SSD;	During spring/summer 2013 a series of articles in the staff newsletter provided information and guidance about Welsh language issues, including the More Than Just Words Framework and the

	and Welsh Language training.	Team	Social Care Sector.	Investigation of targeted SSD-specific training and its delivery to be undertaken; A basic Welsh language elements, spelling and pronunciation session to be designed and piloted to SSD with a possible roll out more widely across the authority.	Active Offer. Staff who speak Welsh have been encouraged to wear the 'Working Welsh' logo. A one day course for staff wishing to improve their Welsh language skills was held in March
A1.5.8	Make available specific experiences of Welsh speaking service users as illustrations of good or bad practice	Social Services, Access to Services Team	Welsh Awareness training facilitated across the Social Care Sector.	Hosting of externally provided information (eg video clips from More Than Just Words) to be progressed;	This will be addressed through the MTJW Action Plan. The MTJW video clips have been directed to some specific staff. See also A1.5.4
A1.5.9 (NEW)	Progress the implementation of Mwy na Geiriau - the Welsh Government Framework for Social Care	Social Services, Access to Services Team	Wider availability and more proactive promotion of Welsh language services	Three year Action Plan with specific actions for 2013-14, 2014-15 & 2015-16 is included within the Framework and is the basis for review.	Mwy na Geiriau (MTJW) is being actioned through other actions in this plan (see A1.5.1 et al)

A1.6. Actions for Education

Education Department

Note that every item in this action plan will be reviewed annually

	Action required	Responsibility	Expected outcome	Status	Update 2013-2014
A1.6.1	Ensure delivery of the Welsh Education Scheme	Education	The Education department will meet Welsh language needs through their own Welsh Education Scheme.	<ul style="list-style-type: none"> Welsh Education Scheme replaced by Welsh in Education Strategic Plan 20102-15 from April 1st 2012. This will be a statutory plan from April 2013. Available at: www.swansea.gov.uk/wes Draft WESP approved by WG 30/03/12 	Regulations in Wales require that each council produces a Welsh in Education Strategic Plan (WESP). A council must publish its first WESP by 1st June 2014 and then monitor it annually. The content of a WESP is prescribed by Welsh Government. A new WESP for 2014-2017 has been consulted on, agreed by Council and approved by Welsh Government.
A1.6.2	Continue with good practice and maintain service delivery in relation to Welsh medium and bilingualism support services for schools.	Education	Responding to meet changing demand.	<ul style="list-style-type: none"> Services to support Welsh First and Second Languages were reviewed in summer 2011 to meet requirements of National Strategy and to write the first WESP. Improvements to Welsh Second Language support in English-medium primary schools were made at the request of the heads. Former Athrawon Bro team refocused to cluster support and renamed Linguistic Development Teachers. The aim long-term is that this team will work across primary and secondary phases. Provision of courses for teachers of 	Performance in Welsh as a second language is improving across all Key Stages. Those schools that have an inspection recommendation to improve some aspect of Welsh second language receive support for their actions plans from Linguistic Development Officers in primary and secondary phases. Key Stage 2 L4+ improved in the fourth year of teacher assessment – from 36.4% to 47.8% to 59.1% to 67.5%. Schools are becoming more confident in their assessments and have improved standardisation and moderation to achieve better consistency with the support of the local authority's Linguistic

				<p>Welsh Second Language will be offered to an external provider.</p> <ul style="list-style-type: none"> • Welsh Second Language support in English-medium secondary schools is maintained. • Support for Welsh First Language is maintained. Provision for 'latecomers' to Welsh-medium education will take place in schools in future (not at a centre). 	<p>Development Team (Athrawon Bro).</p> <p>Key Stage 3 - There has been good improvement in standards in the last five years (ranked 8th in 2012 and above Wales although a little lower than Wales in 2013 and ranked 13th) as the secondary schools have worked together with the authority and with their cluster primaries to improve provision, standardise assessment and encourage pupils to maintain engagement with the language.</p> <p>Key Stage 4 - Overall, the number of pupils not sitting any exam in Welsh Second Language has fallen steadily from 61.7% in 2009 to 31.4% in 2013. The WEG-funded Linguistic Development Officer (Welsh Second Language Secondary) has been key to co-ordinating and promoting the language under the guidance of PACA and Secondary Heads. Standards at GCSE are good for those pupils that sit the full course but the percentage of the cohort doing so is low. At KS4, 94.6% of those entered for GCSE Welsh Second Language achieved grade C or better in 2013; results in the previous 4 years are in the 83-90% range with an upward trend.</p>
				.	<p>All Wales in 2013 was 76.8%. Uptake of the new Applied Course is increasing. A higher percentage achieved A*-C in the</p>

					<p>new Applied Short Course but the proportion of top grades (A*, A, B) still needs to improve. Key Stage 5 Provision is improving. Olchfa Comprehensive re-established the only school-based Welsh Second Language A level provision in Swansea in 2010 and take-up is increasing. PACA has been exploring external provision for pupils moving on from the 11-16 schools. Gower College Swansea offers Welsh Second Language at A Level and in 2013 all 9 students passed the exam.</p> <p>Partneriaeth Addysg Cymraeg Abertawe, which supports Welsh language development in education, demonstrates how effective partnership working has led to improved outcomes in Welsh-medium education across all key stages.</p> <p>The support for Welsh as a Second Language has resulted in improved outcomes at KS2 and KS3 and an increasing uptake of W2L at KS4. New links to HE establishments in 2012 will strengthen the partnership. The effectiveness of PACA has been endorsed by the Welsh Language Board and Welsh in Education Unit. Rhieni dros Addysg Gymraeg (RhAG) both challenge and support Welsh language provision in Swansea.</p>
A1.6.3	Ensure that	All	Translation	• The Translation Unit continues to	The continuing level of workload in the

	all staff are aware of the requirements of the Translation Unit in order to meet deadlines.	Directorates	Unit better able to schedule workload and meet demand from across the Council	provide a high quality service. • Development of the Translation Unit to provide services to organisations outside the council locally and regionally is being explored.	Translation Unit has meant that the option of providing externally focussed services has not been progressed. The Unit maintains its high standard of service. The higher overall profile of the Welsh language across the authority has prompted a greater use of and earlier contact with, the Unit by user departments. The Unit's proof-reading service is increasingly used during design and production of bilingual products.
A1.6.4 - A1.6.6		Transferred			Renumbered as A1.9.1 – A1.9.3

A1.7. Actions for Environment

Environment Department

Note that every item in this action plan will be reviewed annually

	Action required	Responsibility	Expected outcome	Status	Update 2013-2014
A1.7.1	Explore the possibility of a Welsh Language phone line across different service areas within contact centres	Environment	Feasibility of a separate Welsh language single point of contact for environment customer enquiries.	It has been decided that the initiative to merge call centres across different service areas is cost prohibitive. As staff vacancies arise, we will actively look to recruit Welsh Language speakers to call handler jobs in the Environment call centre.	<p>Recruitment targeting Welsh speakers remains an aim - but no vacancies have arisen during the past year.</p> <p>A Welsh speaking Customer Service Advisor was appointed in the Environment Call Centre, but has now taken a job outside of the authority.</p> <p>Currently working with Welsh Language Policy Officer to set up Welsh courses for staff.</p>
A1.7.2 previous A1.8.1 1	Maintain current levels of service	Transportation	No degradation in the level of Welsh language service provision	<p>For traffic signs we follow procedures set out by the Welsh Government. The Council's Welsh Translation Unit provides a pre-manufacture proof-reading service of draft signs to minimise typographic errors.</p> <p>We use the Welsh Translation Unit for correspondence we receive in Welsh and to respond in the same language.</p>	Service levels have been maintained

A1.8. Actions for Regeneration and Housing

Regeneration Directorate

Note that every item in this action plan will be reviewed annually

	Action required	Responsibility	Expected outcome	Status	Update 2013-2014
A1.8.1	Provide more Welsh Language sport/play provision in Leisure Centres and other venues by working together with partners internally and externally	Culture & Tourism	Increased numbers of people accessing Welsh language provision	This is very much demand led and C&T will look to increase provision as opportunities arise	<p>The offer of swimming lessons in the medium of welsh is still available at selected sites (welsh speaking staff permitting).</p> <p>5x60 service now work with local Urdd Sports officers and support/promote the activities they run after school throughout the county. The Urdd officers occasionally attend AYP team meetings for update and networking.</p> <p>Delivery within Welsh medium secondary and primary schools has continued (via welsh speaking Active Young people officer and community coaches) along with the recruitment and training of Gold and Silver Young ambassadors from the two welsh speaking secondary schools. We plan to roll out Bronze ambassador training throughout all Welsh Medium primaries.</p>
A1.8.2	Libraries:	Culture & Tourism	Increased use of libraries' Welsh Language	- Bilingual display featuring the Eisteddfod held at Central Library for a 2 month period promoting the Welsh Collection.	A number of displays are planned by our Local Studies and Libraryline Teams, all involving use of bi-lingual materials.

	<p>- promote the Welsh Language reference collection</p> <p>- increase take up of Welsh Language books by promotion across all libraries including mobile libraries</p> <p>- target older and younger readers with Welsh medium provision</p>		<p>collection</p> <p>Increased numbers of Welsh language books made available in all library settings</p>	<p>- Further digitisation of materials relating to the Eisteddfod in Swansea during the 1950s planned during 2012 to add to the current collection for future displays.</p> <p>- Welsh language displays planned across several sites during 2012.</p> <p>- Welsh Book of the Year and Welsh Reading Group already held at Pontarddulais this year with plans to roll out further in 2011/12. A new Welsh language Reading Group started in Central Library in 2012 along with a Welsh language Rhyme time for toddlers</p>	<p>Dylan Thomas 100 Booklist is being produced which includes promotion of Welsh Language titles</p> <p>During March, Central Library hosted a month long display from members of Fforwm Iaith Abertawe promoting a range of Welsh medium organisations and opportunities available across the area.</p> <p>Seren Gomer - 2014 saw a major celebration which focused on the library of the anniversary of Seren Gomer, the first ever Welsh language newspaper, which was printed in Swansea in 1814. A bi-lingual display on Seren Gomer appeared in the central library from January – May 2014 and an English language talk in the library covered the history of the newspaper. The talk was repeated in Welsh in another venue. There was extensive coverage in the Welsh language media of the anniversary of Seren Gomer, including a 45 minute programme on S4C which filmed extensively in the library. This all helped focus attention on the library service's Welsh language collections.</p>
				<p>- We continue to work with and support the Welsh Books Council with promotional and project initiatives</p>	<p>Central Library has held Welsh Language Scrabble sessions and currently runs a weekly Welsh</p>

				<p>including the Tir Na Nog Awards for writing for children and young people in the Welsh language or English language with a Welsh background.</p> <p>- In partnership, we have lobbied successfully with the result that 4 new Welsh Large Print titles were brought to publication this year.</p>	<p>Language Rhymetime in conjunction with TWF. Pontarddulais :Library holds a Welsh rhyme-times with Menter Iaith Abertawe It also runs a Welsh Reading Group</p> <p>Two schools are working with a local community artist to bring the story of Charlie and Lola to life and produce art displays for the school and local Library. Using I- Pads children are being supported to produce their own book.</p> <p>A Welsh speaking member of staff at Morryston Library has completed a Welsh Pori Drwy Stori story and singing session at Sketty Library with Ysgol Bryn y Mor. She has also worked with Ysgol Tan y Lan and Ysgol y Cwm for storytimes and book exchanges. Public Welsh story and song session and craft sessions have also been delivered. [See also A1.8.5]</p>
A1.8.3	Continue Council input and support to Welsh language events such as Tyrfa Tawe.	Culture & Tourism	Improved Council profile in the Welsh language community	<p>- Subject to resources, C&T will always look to support Welsh Language events and during the period has supported</p> <p>- various Urdd Eisteddfod activities including hosting the Arts & Crafts competition in the Brangwyn Hall;</p>	Grand Theatre - Only one welsh language shows was added to the programme in 13-14 which was a children's show that only attracted 93 attendees. Such shows make a loss and it has become increasingly difficult for the Theatre to continue to fund these types of show. Instead the Theatre is actively looking for quality welsh

				<ul style="list-style-type: none"> - our annual St David's Festival, including Welsh and English content in Saints, Songs & Celebration Schools Concert; - Welsh language film performances with English subtitles (Ryan a Ronnie; Martha, Jac a Sianco); - Classical and Popular Concerts with bilingual compere and some with Welsh language items. - Twmpath in the Brangwyn Hall 	language commercial programming that is likely to be commercially successful meaning it will be affordable to host these shows at the theatre (in the past welsh medium shows have made losses and it is no longer affordable to continue this).
A1.8.4	Increase Welsh Language input/participation (Welsh bands, etc) in large events organised by the Council	Culture & Tourism	Consideration at planning stage for events to incorporate a Welsh language element	Wherever possible, C&T will look to increase the Welsh language content as part of its events. Partner organisations such as media and promoters are requested to consider and implement this as part of any joint activity.	Special events continue to incorporate Welsh Language input into its events mainly through the use of bi-lingual commentary at events such as the National Air Show, Get Welsh (Welsh culture and bi-lingual activities), and Fireworks Show and at the Brangwyn Hall in its Candlelight and Christmas concerts.
A1.8.5	Improve take-up of Welsh medium provision across different services through improved and targeted	Culture & Tourism	More and better targeted advertising of Welsh medium events	<p>All marketing promotional material produced by C&T's Marketing Services team is bi-lingual.</p> <p>Marketing plans include targeting specific Welsh Language mediums for the promotion of relevant product e.g. St Davids Festival</p> <ul style="list-style-type: none"> - In libraries, issuing of Welsh 	<p>Improvements have been made to the Grand Theatre's seasonal brochure with increased use of the Welsh language, subject to budgetary constraints.</p> <p>Libraries - A number of displays by our Local Studies and Libraryline Teams are planned for 2013/4 including World War One, Emily Phipps the Swansea suffragette,</p>

	advertising (especially through the web) including marketing of the Grand Theatre.			<p>language children's material has increased over the period by 4.7%.</p> <p>- A new Welsh language Reading Group started in Central Library in 2012 along with a Welsh language Rhyme time for toddlers</p>	<p>and Dylan Thomas' 100, celebrating the Centenary of his birth, all involving use of bi-lingual materials.</p> <p>Our Bookstart/Flying Start Officers are working with local English and Welsh schools inviting them to story and craft sessions at their local Library; the sessions are based on the books gifted through the Pori Drwy Stori project . [see also A1.8.2]</p>
A1.8.6	Schedule of replacement of temporary signs implemented and monitored.	Culture & Tourism	Replacement in line with timescale as agreed with the Welsh Language Board	The Special Events team made a commitment to ensure that all new signage purchased was bi-lingual and that all existing monolingual signage would be phased out over a 3 year period. This was achieved well ahead of target. All new signage for events and other internal and external venue signage is bi-lingual	No change – As new signs are required they are replaced with signs that comply with the authority's Scheme
A1.8.7	Review third party arrangements in relation to Welsh Language provision and monitoring including information for WL11 in relation to	Culture & Tourism		C&T has a Business and Partnership Unit continues to monitor the leisure operation partnerships such as the LC, WNP, Bowls Centre, Tennis Centre. C&T have advised partners to make 'reasonable endeavours' to meet the council's commitment to the Welsh Language Scheme. Where compliance is specifically referenced within legal agreements e.g. Bay Leisure Ltd/LC, monitoring shows that they continue to comply by making	Concerning the WNP little progress has been made with this to date. The issue of full/reasonable compliance if funded over £400k has been included in the monitoring reports that are submitted to the Wales National Pool management and this was to be taken to the Pool's partnership management board to discuss the implications of cost. No response has been received yet and so the management have been reminded once again.

	leisure services.			<p>'reasonable endeavours' such as ensuring all permanent signs and information is bilingual and that temporary information is offered in Welsh upon request. There is also an option to view the LC's website in Welsh or English. Other partnership sites will also be encouraged to adopt similar practices, but will only be formally monitored on the specific element if it is included within legal agreements.</p>	<p>All the other information remains unchanged and we are still negotiating with the Bowls Centre on a lease, but subsidy will fall below the levels.</p>
A1.8.8	Maintain and monitor current level of Welsh medium and bilingual provision	Housing	<p>Include an annual update on bilingual provision in the Housing Annual Customer Services monitoring report</p>	<p>Regular monitoring of the provision of Welsh language in face to face and telephone contact as well as written documents continues to be carried out on a quarterly basis. An update will be included in the the next Housing Annual Customer Services report</p>	<p>Since including Public Protection in the monitoring exercise (rather than only Housing as previously) there has been a great increase in the level of Welsh medium/bilingual provision. This is largely due to the geographical area covered by Registration Services which covers areas where there are high levels of Welsh speakers. The most common form of contact in Welsh is now by telephone, followed by face to face contact. Landlord Services currently undertaking an exercise to identify most commonly used standard forms and letters with a view to setting up a programme of translation. All reprints of documents are being produced bilingually. Application for Housing and Transfer forms are now available in Welsh and English. Housing Options advice leaflets are in the process of</p>

					being updated and will be published bilingually.
A1.8.9	Promote Welsh Language service at reception areas and through tenants' magazine in order to increase usage	Housing; Access to Services	Promotional materials made available (via Access to Services Team) and displayed; Increased percentage of customers requesting Welsh language service	Open House magazine has continued to include articles promoting the Welsh language and encouraging tenants to take up the offer of receiving information in Welsh or bilingually. Annual reception audit monitors the quality of Welsh Language promotional materials displayed at public reception areas.	Welsh speaking staff are provided with a "Cymraeg" lanyard for use with ID badge. Open House continues to be published bilingually, and promotional signs offering a bilingual service are displayed in reception areas. Staff provide a bilingual telephone greeting
A1.8.10	Continue to promote Welsh awareness training to staff in the on-line Induction Booklet and the Customer Service Information Manual	Housing	Housing staff aware of the history/context of the Welsh language in the area.	Welsh Language scheme promoted to staff in December 2011 via the Team Information Sheet. Welsh Speakers list last updated January 2012 and circulated to all staff, included in the Customer Services Information Manual, Induction Booklet and the Intranet.	The Team information sheet for June 2013 and May 2014 remind staff of their responsibilities in relation to the Welsh Language scheme and the Welsh language Awareness course. Housing Induction Booklet encourages staff to access Welsh Language awareness training in the e-learning pool.
A1.8.11					Transferred

A1.9. Actions for Poverty and Prevention

Directorate of People

Note that every item in this action plan will be reviewed annually

	Action required	Responsibility	Expected outcome	Status	Update 2013-2014
A1.9.1 - ex- A1.6.4	Develop service level agreement with Menter laith Abertawe to develop, in partnership, Welsh medium provision and internal capacity within youth and play work over the next 3 years. This will include: o Menter staff participating in joint training to ensure consistency	Poverty and Prevention	Improved links between the Council and Menter laith Abertawe. More formal joint working – more integrated approach	<ul style="list-style-type: none"> The Youth Service has developed clear protocols to support and develop Welsh language youth work in Swansea The Youth Service has developed improved provision in the Welsh Language including a 2 year SLA with Menter laith which will provide clear evidenced youth work with Welsh speaking young people; establishing representation from Welsh speaking young people to the new Youth Forum in Swansea – Swansea Young Peoples Voice. Providing youth work training for Welsh speaking youth workers and volunteers throughout Swansea in both the statutory and voluntary sector. Further improved links with external organisations such as Menter laith will be explored under the new WESP. 	<p>Menter laith Abertawe (MIA) continues to deliver its provision in line with the current YPS operational strategy, across the City and County of Swansea. The current SLA has been adapted and the work plan has been submitted to the Welsh Government for 2014-15, and 25k funding has been agreed, for the Welsh language and bilingual work to continue.</p> <p>MIA staff show clear evidence of the work undertaken through the Cognisoft management information system, which is quality assured monthly and quarterly.</p>

	<p>of approach</p> <ul style="list-style-type: none"> o Menter to be included in Planning and Policy discussions <p>Participate in joint bids (CCS & Menter) to build service in these two areas</p>				
A1.9.2 - ex-A1.6.5	<p>Prioritise existing provision in certain areas, e.g., in order to promote bilingualism and Welsh culture in certain youth clubs. This will include improving, e.g. signage, available literature, resources,</p>	Poverty and Prevention	<p>Higher profile of Welsh language across Community Regeneration – especially youth provision</p>	<p>Ensure that the Welsh language is represented on the Youth Support Network (or any subsequent structures).</p> <p>Support recruitment and selection of Welsh speakers to Youth Work posts in the Youth Service. Service has increased the number of Welsh speaking staff.</p> <p>Support has been provided to the Youth Service in its delivery of the Duke of Edinburgh's Award to Welsh speaking young people/groups.</p> <p>The Youth Service is informed about</p>	<p>MIA staff at all levels attend regular meetings across the YPS network, sharing information, guiding on the planning and delivering on the bilingual opportunities.</p> <p>The MIA manager is involved at partnership, and quality assurance meetings guiding and formulating the work.</p> <p>YPS staff inform Young people and adults of recruitment opportunities on offer through the service.</p> <p>When YPS adverts are submitted we have a sentence on the bottom stating that The Youth Service is seeking to develop bi-lingual youth work opportunities and candidates who can</p>

	<p>etc where they are held as well as in Canoldre</p>			<p>relevant data pertaining to young Welsh speakers.</p> <p>Menter Iaith have a responsibility for ensuring that young people are involved in developing the content of the Shouttawe website through the medium of Welsh.</p>	<p>communicate through the medium of Welsh are encouraged to apply.</p>
				<p>Menter Iaith staff have developed and delivered a planned youth work programme to Welsh speaking young people, Gorseinon Clydach, Penlan and through YS Summer Programmes. .</p> <p>Menter Iaith staff in partnership with youth service have delivered sessions that promote Welsh culture, language and heritage as part of the international youth work programmes Youth Exchange and Youth Initiatives.</p> <p>Work is ongoing with the wider Youth Service provision, i.e. the Rural youth Work Project and the Engage Project, with a view to establishing regular discussion and opportunities for collaboration.</p> <p>4 corners exchange programme has been delivered over the last two years with 12 young people.</p>	<p>Bilingual opportunities delivered by MIA and YPS staff through three YPS Hub provisions at Stadwen, Blaenymaes and Gorseinon.</p>

<p>A1.9.3 - Ex- A1.6.6</p>	<p>Review third party arrangements in relation to Welsh Language provision and monitoring including information for WL11 in relation to youth services and pre-school provision.</p>	<p>Poverty and Prevention</p>		<p>Opportunities are made available for young people to be consulted through the medium of Welsh as part of the participation programme.</p> <p>Menter Iaith staff have attended and advised on Welsh language matters when planning Youth Work Curriculum and youth work provision.</p>	<p>MIA staff are expected to attend several meetings across the year to update the service on any matters around the Welsh language; supporting staff to plan and organise their programmes around the curriculum statement.</p>
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Appendix 2 – Welsh Language Profile

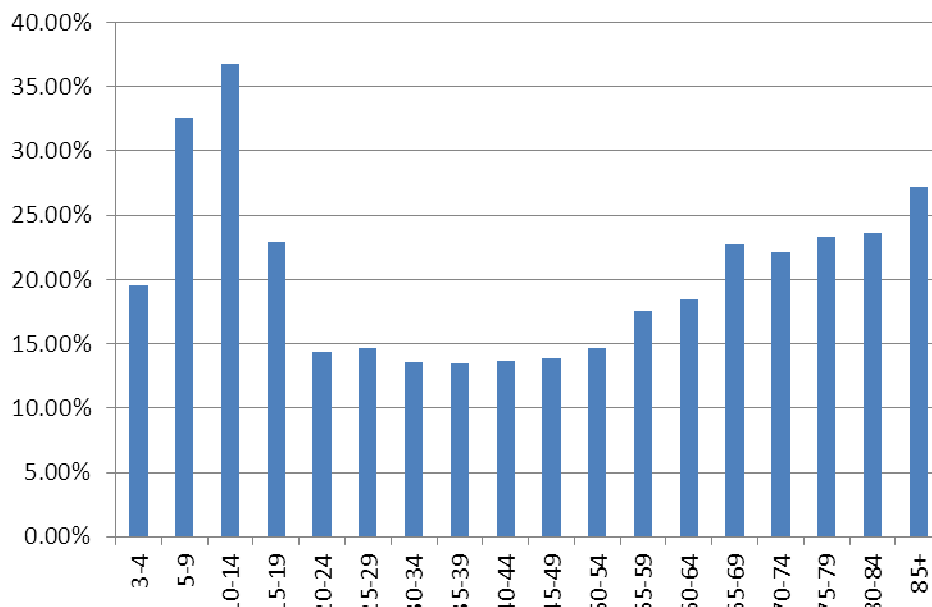
Comparison of Welsh speakers for Swansea electoral districts 2001 - 2011.

Electoral District	2001		2011		Change	
	number	percent	number	percent	number	percent
Bishopston	323	9.7	268	8.4	-55	-1.3
Bonymaen	649	10.3	582	8.8	-67	-1.5
Castle	1,050	8.8	1133	7.3	83	-1.5
Clydach	1,689	23.3	1466	20.3	-223	-3.0
Cockett	1,443	11.5	1260	9.8	-183	-1.7
Cwmbwrla	757	9.2	517	6.7	-240	-2.5
Dunvant	451	9.6	321	7.5	-130	-2.1
Fairwood	332	12.1	287	10.1	-45	-2.0
Gorseinon	557	17	529	12.8	-28	-4.2
Gower	376	10.4	356	9.9	-20	-0.5
Gowerton	757	15.5	666	13.2	-91	-2.3
Killay North	326	9.6	330	9.6	4	0.0
Killay South	218	9.5	148	6.8	-70	-2.7
Kingsbridge	852	21	663	17.0	-189	-4.0
Landore	490	8.1	369	6.3	-121	-1.8
Llangyfelach	850	19.3	815	16.9	-35	-2.4
Llansamlet	1,739	14.6	1914	13.9	175	-0.7
Lower Loughor	391	18.2	341	15.0	-50	-3.2
Mawr	793	44.6	686	38.3	-107	-6.3
Mayals	306	10.8	317	12.1	11	1.3
Morrison	2,428	14.6	1931	11.8	-497	-2.8
Mynyddbach	1,009	11.6	841	9.8	-168	-1.8
Newton	361	11.6	327	10.1	-34	-1.5
Oystermouth	427	10	416	10.3	-11	0.3
Penclawdd	648	17.8	526	14.9	-122	-2.9
Penderry	811	7.4	850	7.4	39	0.0
Penllergaer	444	18.4	422	15.3	-22	-3.1
Pennard	259	9.9	264	10.1	5	0.2
Penyrheol	998	17.3	807	15.0	-191	-2.3
Pontardulais	1,962	37.2	1910	31.6	-52	-5.6
Sketty	407	6.5	463	6.7	56	0.2
St. Thomas	1,544	11.3	1529	10.9	-15	-0.4
Townhill	574	6.9	478	5.8	-96	-1.1
Uplands	1,503	11.3	1638	10.7	135	-0.6
Upper Loughor	614	21.6	451	16.8	-163	-4.8
West Cross	597	9.3	511	8.2	-86	-1.1
Swansea	28,938	13.0	26332	11.4	2606	-1.6

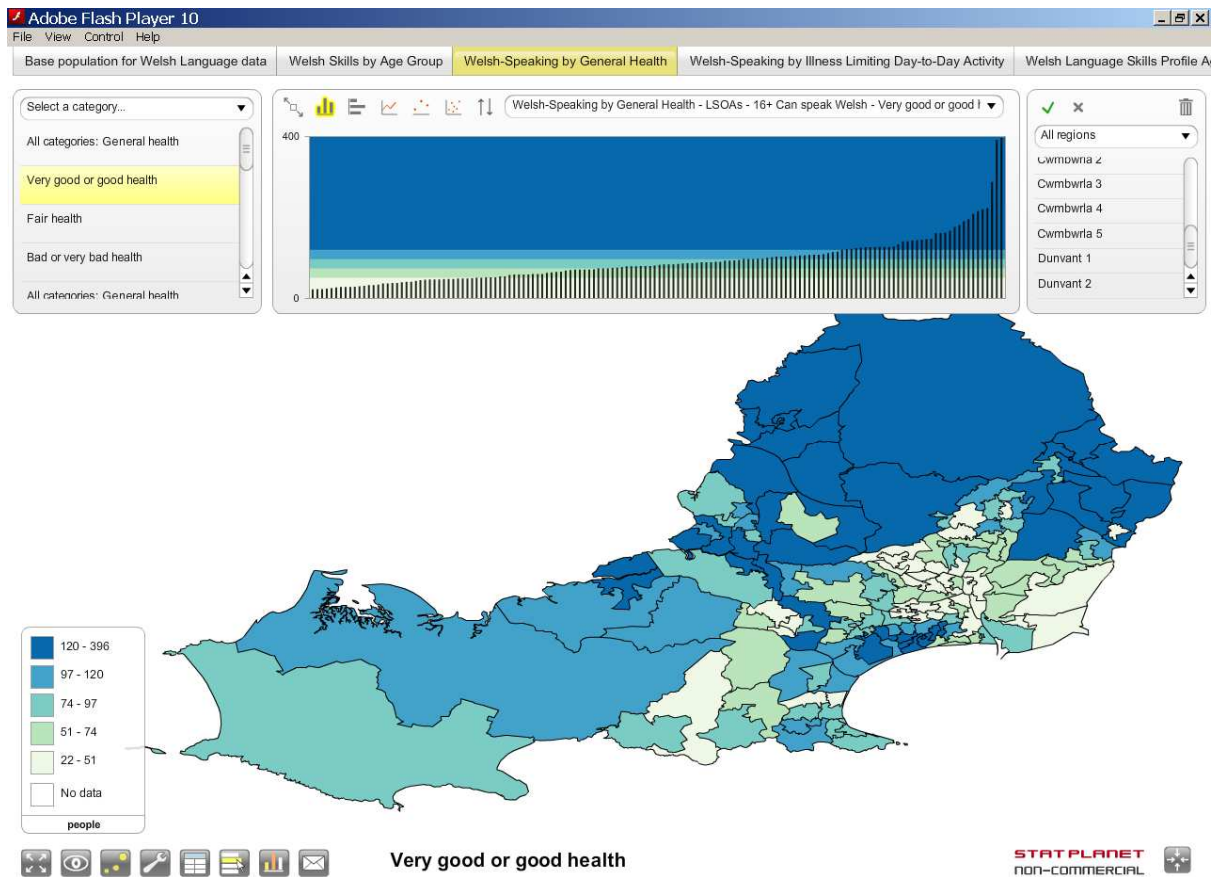
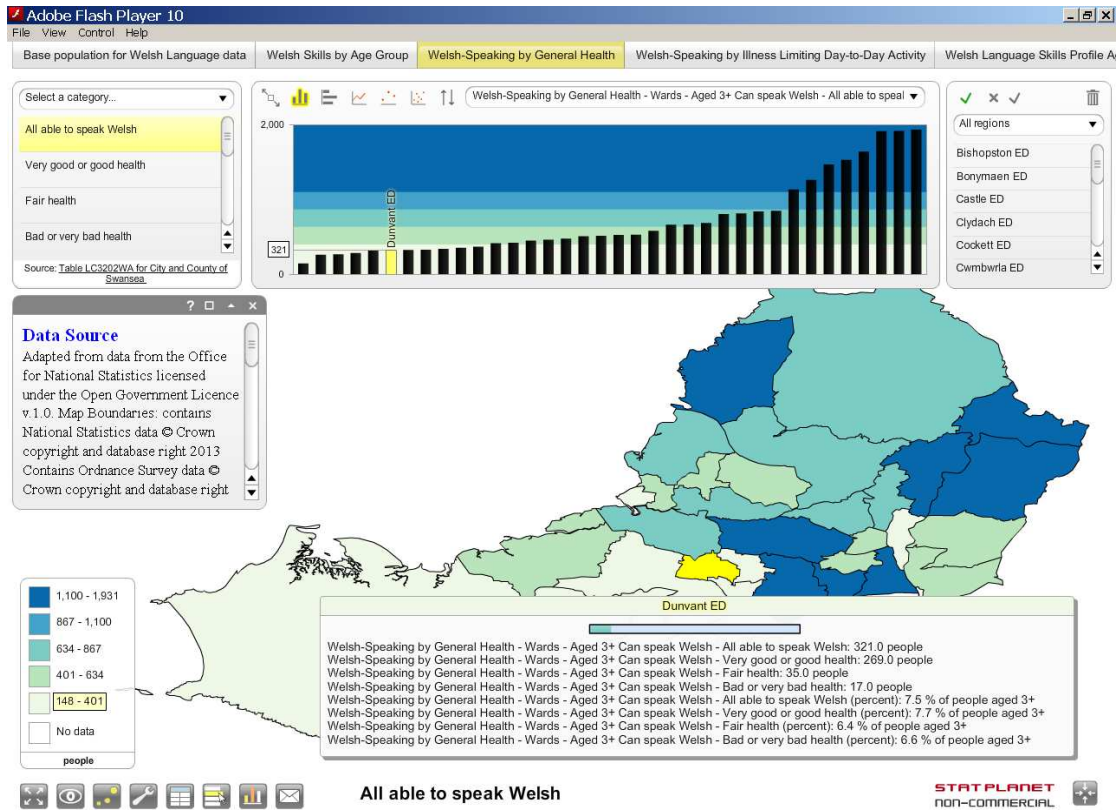
Census 2011 : Welsh Language Skills by Age Group (aged 3+)

Age	Can Speak Welsh	One or more Welsh skills	No Skills	% with 1+ Welsh skills	Total
3-4	757	1025	4,217	19.55%	5,242
5-9	3098	4056	8,383	32.61%	12,439
10-14	3451	4863	8,351	36.80%	13,214
15-19	2455	3675	12,374	22.90%	16,049
20-24	1848	2942	17,578	14.34%	20,520
25-29	1329	2287	13,272	14.70%	15,559
30-34	1128	1954	12,435	13.58%	14,389
35-39	951	1978	12,735	13.44%	14,713
40-44	986	2173	13,756	13.64%	15,929
45-49	1027	2257	14,044	13.85%	16,301
50-54	1036	2217	12,939	14.63%	15,156
55-59	1121	2427	11,429	17.52%	13,856
60-64	1320	2767	12,209	18.48%	14,976
65-69	1413	2741	9,307	22.75%	12,048
70-74	1183	2237	7,871	22.13%	10,108
75-79	1056	2010	6,626	23.27%	8,636
80-84	829	1482	4,783	23.66%	6,265
85+	1022	1568	4,187	27.25%	5,755
	26,010	44,659	186,496	-	231,155

Welsh Language Skills by Age Group



Screen-shots of interactive census data (Welsh language x health/age/etc.)



Appendix 3 – Key areas of work undertaken by Menter Iaith Abertawe include:

- Weekly Club for children aged 8-11 re-established in North Penlan Community Centre
- Weekly coffee morning for parents in Penlan
- Time limited pilot of an after school club in partnership with Gendros Primary School piloted.
- Regular contributions made to the Big Conversation through youth work and contact with clubs and schools to inform communities of enquiry and discussion of specific issues relating to young people.
- Holding a range of Welsh language events during the year including the Tyrfe Tawe festival
- Promotion of Council consultations, e.g. through database of contacts
- Supporting the Youth Service SLA
- Supporting the Children's Service SLA
- Supporting leisure service activities including children's fitness classes and singing with baby sessions in the central and other libraries
- Facilitating and chairing the Swansea Welsh Language Forum which shares information, good practice and enhances partnership working.

Appendix 4 – Mwy Na Geiriau/More Than Just Words Action Plan

The Action Plan for MnG/MTJW covers three years (2013-2016).

The first Annual Report details (below) those actions for Year One 2013-2014 within Social Services and Social Care. Note that some of the actions are outside the control of the local authority – indicated as N/A in the table.

SOCIAL SERVICES AND SOCIAL CARE

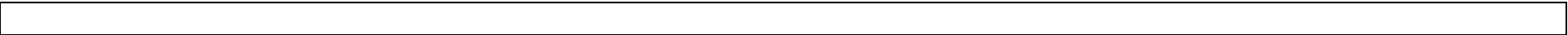
'Mwy na Geiriau...' / 'More than just Words...' - Year 1

Strategic Objective 1: Social Services Departments and Social Care providers to implement a systematic approach to Welsh language services as an integral element of service planning and delivery

Outcome	Actions	Lead Responsibility	End of year information April 2013 – April 2014	How will we monitor Progress
1. People receive language sensitive care, because social services and social care providers mainstream Welsh language services into all aspects of planning, commissioning and delivery.	1.1 Informed by the Directors of Public Health needs assessments, the Care Council for Wales working with NLIAH and the Welsh language Unit to issue guidance on how to analyse community language needs.	Director of Public Health, The Care Council of Wales, NLIAH and the Welsh Language Unit.	N/A	Through: Evidence from User Experience Surveys and engagement / involvement networks Evidence in service plans

Outcome	Actions	Lead Responsibility	End of year information April 2013 – April 2014	How will we monitor Progress
	1.2 Under the leadership of Directors of Social Services, department to establish their Welsh language community profile and use this information as a baseline for planning local services.	LA Director of Social Services	<p>Maps of Swansea tabulated against Welsh language skills and age produced which have been circulated these to the Senior Management Group and the Planning Officers.</p> <p>Initial data on proportion of Welsh speakers by ward produced and made available</p> <p>More detailed interactive maps have been produced allowing more in-depth analysis of data. (See example in Appendix 2 of WLS annual report)</p> <p>During the next year work will be undertaken on determining how this information can be used to inform service planning and commissioning.</p>	
2. ICT systems support front line staff to provide services for users and carers in their own language.	2.1 Increase awareness of the impact of language sensitivity (quality care issues and the organisations' legal responsibilities) among ICT staff that support social services.	Director of Social Services and ICT Service Manager.	Meeting held with ICT Services Manager to discuss MNG and issues arising in relation to the Welsh Language which will be raised with the team.	<p>Through:</p> <p>User Record Systems Evidence from ICT commissioning documentation</p> <p>Feedback from staff on ability to operate bilingually</p>

Please include additional information in the box below.



Strategic Objective 2: To build on current best practice and plan, commission and provide care based on the ‘Active Offer’

Outcome	Actions	Lead Responsibility	End of year information April 2013 – April 2014	How will we monitor Progress
<p>1. In line with the emphasis on individual-centred services in Sustainable Social Services for Wales, raise awareness of the “Active Offer” among social services and social care staff.</p>	<p>1.3 Take practical steps to implement the “Active Offer” service in an incremental way, starting with the first point of contact service and information services. Record when able to respond.</p>	<p>Director of social services.</p>	<p>i). Discussion with the Adults Intake Team Leader on how the Active Offer can be promoted Outline linguistic skills audit undertaken Reception skills training for staff was identified as a need Language needs will be considered when any recruitment occurs in future ii). Meeting held regarding recording language preference as current figures recording are very low for Welsh Language speakers with less than 40 in each of the past three years (less than 0.5%, significantly less than the percentage of Welsh speakers in the population). Action: There needs to be a more consistent approach to the recording of people’s main language and encourage staff at the point of referral to the Department to gather this information more consistently- SMG asked to promote better language recording. Possibilities of including a prompt in PARIS to record service user's main language will be investigated.</p>	<p>Through: Established systems such as staff surveys, internal OD and professional development programmes.</p>

Outcome	Actions	Lead Responsibility	End of year information April 2013 – April 2014	How will we monitor Progress
4. Users and carers will be empowered if they are able to speak with staff in their first language.	4.1 Welsh Language Champions within Social Services Departments and local authority HR Departments to disseminate current best practice, particularly to service heads.	Welsh Language Champions and local authority HR Departments.	Champion appointed within Social Services and chairs the Steering Group.	Ongoing
	4.4 Encourage social service and social care staff to wear the “Working Welsh” logo and to incorporate the “Working Welsh” logo into uniforms they provide for some workers.	Commissioners and providers.	<p>i). Articles about <i>Mwy na Geiriau/ More Than Just Words</i> and the Active Offer have been produced in the Social Services newsletter. The articles have offered items to assist Welsh speaking staff to identify themselves e.g. lanyards and badges.</p> <p>ii). The launch of the Swansea Standard has reinforced the message from a Corporate level of the importance of being able to respond to the Welsh language needs of the citizens of Swansea. It has also promoted practical measures such as the bilingual greeting that should be given out at contact points and over the phone, “out of office” messages should be bilingual, and Social Media accounts should be available in both Welsh and English</p>	

Please include additional information in the box below.

i). Engagement with Welsh speaking staff

One of the initial actions agreed by the Steering Group was to engage with Welsh speaking staff to get their views about the service that Welsh speaking citizens receive, the level of support provided to staff, and the obstacles to delivering the Active Offer. An initial meeting was organised with an invitation sent to a representative group of staff with a range of positions in the Department, including social workers, day and residential staff, domestic and catering staff, drivers and OTs. Invitations were sent to about thirty staff and seven were able to attend. There are plans for a follow up event to build on this, reach out to a wider group of staff and consider the areas raised.

ii). Maintaining a record of staff with Welsh language skills

Work has continued to make an annual record of people with language skills across the Department which has included information about the number of staff with a proficiency in Welsh, recording the type and level of proficiency. The current list identifies 71 staff with Welsh language skills, although this is likely to be an under-reporting of the true numbers of staff, since previous reviews of these records have indicated that some staff have not recorded their competence in Welsh mainly due to a lack of confidence.

Strategic Objective 3: To increase the capability of the workforce to provide Welsh language services in priority areas and language awareness amongst staff

Outcome	Actions	Lead Responsibility	End of year information April 2013 – April 2014	How will we monitor Progress
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<p>1. Users are empowered because workforce plans that are informed by an analysis of community language needs and reliable data on the Welsh language skills of staff, will enable organisations to meet their needs.</p>	<p>1.1 Workforce planning methodology to incorporate assessment of community Welsh language needs and the Welsh language skills or the workforce.</p>	<p>Director of Social Services</p>	<p>Initial discussion with the Organisational Development Project Officer on corporate approach to workforce planning methodology. Further follow up required in relation to corporate and social services methodology.</p>	<p>Through: Organisation's workforce plans Care Council for Wales workforce planning reports / data</p>
	<p>1.2 The Care Council for Wales to quality assess the workforce information to ensure that data includes information on community language needs and the workforce's Welsh language skills.</p>	<p>The Care Council for Wales</p>	<p>N/A</p>	

	1.4 The statutory Annual Report of the Director of Social Services in Wales to include information on Welsh language skills within workforce plans, and how this responds to community needs.	Director of Social Services in Wales	N/A	
	1.7 Social Services Departments to report on Welsh language skills within their workforce, as part of the LA data collection, for their Welsh Language scheme performance.	LA Director of Social Services	<p>Report undertaken as part of the Corporate Welsh Language scheme in June 2013:</p> <p>The recording of staff language skills (including Welsh) on the HR database has been part of the recruitment process since November 2007, although skills are not measured.</p> <p>A survey of all authority employees covering linguistic skills (including Welsh) and other Equalities issues was undertaken and closed on 31 March 2013. Participation in the survey was voluntary and, being self-reported, the information cannot be guaranteed as correct.</p> <p>Staff were asked to rate their Welsh language competency against a narrative scale for Reading, Listening, Speaking</p>	

			<p>and Writing. Of the 8676 members of staff issued with the survey either on paper or online, responses were received from 1910 (21.6%). The authority's HR system has recently been updated to hold this data and to allow staff to maintain their own linguistic skill details themselves. An initial analysis of the outcomes by Department has been produced.</p>	
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Please include additional information in the box below

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Strategic objective 4: To create leaders who will foster a supportive ethos within the organisations, so that Welsh speaking users and carers receive language sensitive services as a natural part of their care.

Outcome	Actions	Lead Responsibility	End of year information April 2013 – April 2014	How will we monitor Progress
<p>1. Visible leadership and commitment from political leaders and senior officers to strengthen Welsh language services and create a bilingual culture within organisations, will ensure more user centred services that respect people's cultural identity.</p>	<p>1.1 To ask political leaders, Directors of Social Services to issue a statement setting out:</p> <p>Their wish to see sensitivity to the Welsh language reflected throughout their organisation to ensure quality care and effective services</p> <p>The importance of responding to user's Welsh language needs in assessing and caring for users.</p>	<p>Local Authority Social Services Portfolio Holder and Director of Social Services</p>	<p>The Chief Social Services Officer has written to Welsh speaking staff in an invitation to attend an engagement event, supporting the principles of the National Statutory Framework and Action Plan. Further statements will be made by the Chief Social Services Officer and the Cabinet Member to set out the commitment to strengthen Welsh Language services and the creation of a bilingual culture to ensure a more person centred delivery of services for the second year of implementation.</p>	<p>Through:</p> <p>Director of SS Wales Annual Report</p> <p>LA Director of Social Services reports</p> <p>Public statements in Board / Council meetings on Welsh language service provision</p>
	<p>1.2 Agree the steps they will take to satisfy themselves that the service they provide are sensitive and appropriate.</p>	<p>Portfolio Holders and Directors of Social Services</p>	<p>Regular reports are made from the Steering Group to the Directorate Management Team.</p> <p>This report will be referenced and included to the Council's Welsh Language Scheme Annual Monitoring Report which is considered by the</p>	

			Council's Executive Board, Equalities Committee and Cabinet.	
	1.3 Directors to put arrangements in place to monitor how the National Strategic Framework and Action Plan is being implemented.	Director of Social Services	A Steering Group has been established with representation from across the Department to populate the Action Plan, review progress and discuss what further actions are required. A report on progress is made to the Directorate Management Group.	
	1.5 Directors of Social Services to designate a senior officer as Welsh Language Champion within the Department.	Director of Social Services	A senior officer has been designated and chairs the Steering Group. There is close co-working with the Corporate Welsh Language Officer.	

Please include additional information in the box below.

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Strategic objective 5: To design and provide education, learning and development programmes which reflect the services' responsibility to plan and provide Welsh language services.

Outcome	Actions	Lead Responsibility	End of year information April 2013 – April 2014	How will we monitor Progress
1. Mainstreaming the Welsh language dimension into health and social care training and professional development programmes	2.3 Training and staff development programmes to increase the capacity of staff to provide services through the medium of Welsh, and to initially target training at increasing the confidence of existing Welsh speakers to use the language at work, and raise awareness among key staff particularly front line staff and team managers.	Director of Social services and senior managers of all care providers	<p>The Active Offer is now covered in the social services Induction Programme which includes reference to the MTJW case studies.</p> <p>Initial guidance on the Active Offer has been made available through the social services newsletter and to commissioned partners.</p> <p>The corporate Welsh awareness e-learning course is shortly to be upgraded and updated and a version tailored to Social Services is planned.</p>	<p>Through:</p> <p>Care Council for Wales reports</p>

Please include additional information in the box below.

Strategic Objective 6: National Strategies, policies and leadership.

Outcome	Actions	Lead Responsibility	End of year information April 2013 – April 2014	How will we monitor Progress
3. Strong leadership from Government departments to strengthen Welsh language services will ensure priority is given to providing better quality services for Welsh speaking users.	3.1 The Annual Report of the Director of Social Services Wales to include a section on how service provision is meeting user's needs and report on progress and improvement targets.	Director of Social Services Wales	A section will be included in the Annual Report.	Through: Published policies and strategies reflect the principles of "More than just words"
	3.5 Value Wales to issue guidance on Welsh language procurement/ commissioning in line with the Welsh Language Commissioner's procurement guidance.	Value Wales	N/A	
	3.6 Commissioning and contracting work undertaken by DHSSC and national agencies to operate in accordance with	DHSSC and national agencies	N/A	

	the Welsh Language Commissioner's procurement guidelines.			
4. Strong and visible leadership from ADSS Cymru to the Welsh Language Strategic Framework.	4.1 ADSS Cymru to commit and demonstrate visible leadership to the implementation of the Strategic Framework.	ADSS Cymru	N/A	Public Statements by ADSSC and engagement in implementation programme.

Please include additional information in the box below

Appendix 5 – Revised Equality Impact Assessment Process

Since its introduction within the authority, our EIA process has included Welsh Language in a similar manner to the protected characteristics as defined in the Equality Act 2010.

In addition to this, the EIA report form also contains the following section :

Section 4 - Other Impacts:

Please consider how the initiative might address the following issues. You could base this on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

Foster good relations between different groups	Advance equality of opportunity between different groups
Elimination of discrimination, harassment and victimisation	Reduction of social exclusion and poverty

(Please see guidance for definitions on the above)

<p>Please explain any possible impact on each of the above.</p> <p>What work have you already done to improve any of the above?</p> <p>Is the initiative likely to impact on Community Cohesion (see the guidance for more information)?</p> <p><i>How will the initiative treat the Welsh language in the same way as the English language?</i></p> <p><i>Actions (to mitigate adverse impact or to address identified gaps in knowledge).</i></p>

In respect to this question, the report form guidance (to be consulted when completing the form), gives the following :

Welsh language – consider any effects the initiative may have on the use of Welsh. Specifically, aim to ensure that Welsh is treated no less favourably than English and that people have an equal opportunity to use either language. To meet our legal duties, we need to focus on two main areas:
 Maximise opportunities for the Welsh language to be used
 Minimise any barriers to the use of the language.

The report form is open-ended and free-format, allowing the person completing it to include as much detail as necessary. As indicated, the Actions would detail specific measures identified to meet our legal duties.

Appendix 6 – Staff Survey – Welsh language statistics

NOTES : Figures are based on self-assessment and voluntary reporting and as a result, response rates will vary widely across all elements (grade, location, service area) No further analysis (eq weighting of results) has been done.

152 of the 1943 staff who responded replied “YES” to the question “Do you speak Welsh?”. This equates to 7.8% of the total.

Responses to the more detailed questions (proficiency at each of the four linguistic skills [0 = None; 5 = Fully Proficient]) provided the following :

Level	Listen	Read	Speak	Write
1	162	176	202	191
2	120	83	72	41
3	40	51	35	38
4	28	30	38	37
5	86	71	75	47
Total	436	411	422	354
	22.44%	21.15%	21.72%	18.22%
Total 3-5	154	152	148	122
	7.93%	7.82%	7.62%	6.28%

This indicates that those answering YES to the general question assessing themselves at level 3, 4 or 5 – but also illustrates that there are approximately 3 times that number with at least basic Welsh skills which could be built upon.

The following breakdowns have been recorded.

*(NOTE: Where numbers in the breakdowns could potentially allow identification of individual members of staff, figures have been replaced by *)*

DEPARTMENTAL

Department	Total Staff	Percentage Response	Total staff responses	Welsh Speakers	Percentage
Directorate - Corporate Services	731	28.32%	207	22	10.63%
Directorate – People	298	21.14%	63	7	11.11%
Directorate – Place	1394	31.28%	436	44	10.09%
Education	1500	37.33%	560	22	3.93%
Operations Department	1342	18.18%	244	24	9.84%
Social Services	1867	23.19%	433	33	7.62%
TOTAL	7132	27.24%	1943	152	7.82%

SERVICE UNITS

Service Unit	Total staff responses	Welsh Speakers	Percentage
Adult Services	310	26	8.39%
Child and Family	67	*	*
Communications and Customer Engagement	29	*	*
Corporate Building and Property Services	98	12	12.24%
Culture Sport Leisure and Tourism	271	24	8.86%
Delivery and Information	24	*	*
Directorate Reports	56	*	*
Economic Regeneration and Planning	40	*	*
Education Improvement	50	*	*
Education Inclusion	116	*	*
Education Planning and Resources	323	11	3.41%
Financial Services	56	*	*
Highways and Transportation	121	10	8.26%
Housing and Public Protection	125	16	12.80%
Human Resources and Organisational Development	74	*	*
Legal and Democratic Services and Procurement	24	*	*
Poverty and Prevention	63	*	*
Schools	71	*	*
Waste Management	25	*	*

GRADES

Grade Name (where 10 or more responses per grade)	Total staff responses	Welsh Speakers	Percentage
Grade_01 LW LW	16	*	*
Grade_02 11-11 11A	353	15	4.25%
Grade_03 12-13 12A-13A	193	11	5.70%
Grade_04 13-16 13A-16A	210	*	*
Grade_05 17-20 17A-20A	300	20	6.67%
Grade_06 21-25	265	23	8.68%
Grade_07 26-30	174	17	9.77%
Grade_08 31-35	138	17	12.32%
Grade_09 36-40	89	10	11.24%
Grade_10 41-45	45	*	*
Grade_10A 41-43	10	*	*
Grade_11 46-50	28	*	*
Grade_12 51-55	23	*	*
Threshold Teacher 001-003 P00	38	*	*

WORKPLACE LOCATION

LOCATION - Staff responses indicated 242 different locations, with 57 having one or more Welsh speakers. Locations below include only those with 10 or more responses recorded.			
Location	Total staff responses	Welsh Speakers	Percentage
Morrison Leisure Centre	10	*	*
Suresprung	10	*	*
Tircanol Playing Fields	11	*	*
Fforestfach Day Service	12	*	*
Hollies HFA	13	*	*
Parkway HFA	13	*	*
Llanfair House	14	*	*
Penlan Leisure Centre	14	*	*
Penyrheol Leisure Centre	16	*	*
Rose Cross HFA Cleaning Services.	19	*	*
St Johns House HFA	20	*	*
Home Farm	21	*	*
Bryn House Community Learning Centre	24	*	*
Clydach Depot	24	*	*
Ty Waunarlwydd HFA	31	*	*
Fforestfach Depot	36	*	*
Employment Training Centre	40	*	*
Pipehouse Wharf	49	*	*
Heol y Gors	69	*	*
Oldway Centre	121	*	*
Penllergaer Civic Offices	128	17	13.28%
Guildhall	200	16	8.00%
Civic Centre	256	28	10.94%

Report of the Cabinet Member for Finance and Resources

Cabinet - 26 August 2014

REVENUE AND CAPITAL BUDGET MONITORING FIRST QUARTER 2014/15

Purpose:	To report on financial monitoring of the 2014/15 revenue and capital budgets.
Policy Framework:	Budget 2014/15 Sustainable Swansea
Reason for Decision:	To note any significant variations from the agreed budget 2014/15 and actions planned to achieve a balanced budget.
Consultation:	Cabinet Members, Corporate management Team, Legal Services and Corporate Equalities Unit.
Recommendation:	It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted.
Report Author:	Mike Hawes
Finance Officer:	Mike Hawes
Legal Officer:	Sharon Heys
Access to Services Officer:	Sherill Hopkins

1. Introduction

1.1 This report details forecast variations from the agreed budget for 2014/15.

2. Revenue outturn forecast based on June position

2.1 Based on information to date the following is the current forecast year end position for each Directorate:-

Directorate	Forecast variation at year end	Directors comments/current position
Corporate Services	-0.4m	Service expected to be delivered under budget.
People – Education	+1.3m	Overspends forecast on 1 to 1 (£160k), Home Tuition (£170k). Employment training (£720k), due to Welsh Government grant reduction of £600k. Slippage in delivery of full savings in breakfast club and cleaning costs (£200k). Other spending pressures offset by management action to reduce the net identified overspend.
People - Social Services	+0.8m	Child and Family predicted breakeven. On Adult Services, shortfall in savings targets (£600k) as reported on budget savings tracker, overspending on direct payments/domiciliary care (£600k), overspending on Learning Disability and Mental Health (£600k), offset partially by windfall income (£600k). Less £500k of pressures related to care home fee costs traditionally funded from contingency fund once fully evidenced. Further management action is being identified to manage the pressures and bring down the potential overspend.
People - Poverty and Prevention	+0.1m	There is spending pressure which may not be covered off by grant in Promoting Inclusion. There are some shortfalls, especially in outdoor and residential centre planned

		savings, as reflected on the budget savings tracker. Further management action is being identified to manage the pressures and bring down the potential overspend.
Place	0	Although initial forecast is overall breakeven there is an identified pressure in excess of £0.5m relating to replacing essential waste and recycling fleet owned by the Council. It is recommended that any service area savings are initially used to mitigate against this budget pressure.
HRA	0	There are no major variances identified at this stage.
Totals	1.8m	

2.2 Authority to incur expenditure is delegated to Responsible Officers in accordance with the Council's Constitution. However, this authority does not include a power to exceed agreed budgets. It is the responsibility of Directors and Heads of Service to manage within their budgets and where necessary, identify savings to offset any forecast overspendings.

2.3 It is essential that the overspends summarised above are contained within existing service budgets.

2.4 Executive Board has strengthened the current arrangements for budget monitoring with the aims of:-

- quicker reporting;
- focus on corrective action;
- increased control;
- and a specific focus on the large scale savings required and built into the 14/15 budget.

2.5 In respect of the large scale savings required for 2014/15 there is a separate budget savings tracker and this is subject to a separate report on this agenda. The two monitoring tools have been reviewed and assessed for consistency of reporting. The two will not be identical as the budget savings tracker measures only savings against agreed targets and otherwise presumes a steady state of no other pressures or issues emerging. The overall budget monitoring focuses on both savings and spend pressures.

3. Contingency fund and inflation provision for 2014/15.

- 3.1 There is no carry forward of previous years underspends into the contingency fund for 2014/15. As such the contingency fund is set at the £5.4m contribution set out in the budget report approved by Council on 18th February 2014.
- 3.2 The provision for inflation held corporately for 2014/15 is £1.049m as approved by Council in the same report. This will be allocated on the basis of proven inflationary pressures on individual budgets. There are currently no proven claims on this sum.
- 3.3 The estimated calls on the contingency fund at present are:-

Contingency Fund 2014/15	Prediction
	2014/15 (£m)
Contribution for year	5.400
Care Home fees uplift	-0.500
ERVR scheme	-3.000
Additional costs of carbon reduction commitment	-0.180
Balance 31st March	1.720

In line with previous years it is proposed to fund the actual care home fees uplift (current estimate £0.5m) from the contingency fund. There is also an identified potential overspend as a result of increased costs arising from the Carbon Reduction Commitment.

Any departures under ER/VR in 2014-15 will again be charged to the contingency fund as a one off cost to release future revenue savings. It would be prudent given the experience in 2013-14 and the accelerated budgetary savings pressures likely to bear upon the authority to increase the assumed call on the contingency for the purposes of funding ER/VRs to £3m.

- 3.4 It can clearly be seen that the forecast overspends as detailed in Section 2.1 above are likely to be broadly in line with the sums available for financing within the contingency fund. This is likely to be further partially offset by lower than budgeted calls on the inflation provision, where these can be evidenced by Directorates. The overall service specific overspends reported at £1.8m are broadly consistent with the budget delivery savings report which identifies a current forecast £1.6m shortfall on service specific savings.
- 3.5 It should also be noted that, as in previous years, the Council is actively pursuing VAT refunds on a number of activities. Any refunds, together with interest on those refunds, is likely to result in an additional one off receipt. As those negotiations are not concluded it

is too early to be specific about exact amounts or timing but there is a significant chance that an element of refund will arise in 2014/15. The use of these funds if received will need to be decided.

3.6 All reporting to date is against a budget set which was before Job Evaluation and Single Status implementation. In setting the budget for 2014/15 an additional sum of £4.277m was set aside into earmarked reserves to fund the implementation of single status. A full review of all pay budgets will be undertaken during August to review and reflect upon actual cost experiences both in terms of ongoing pay, and interim pay protection. It remains, as set out and intended in setting the budget, that the £4.277m will be incorporated in to service budgets in 2014-15 and be used to negate the full impact of temporary pay protection and ongoing increased pay costs.

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position.

4.2 Executive Board have reinforced the expectation that overall net expenditure must be contained within the limits of the current year budget as set by Council.

4.3 It is too early to provide an accurate forecast as to the potential outturn on Corporate items such as Council Tax collection which is in itself potentially affected by the effects of welfare reform measures, but offset by an increasing tax base.

4.4 The overall judgement at this point is that there is sufficient flexibility within the overall budget, having due regard to the sums in the contingency fund and the budgeted inflation provision, to contain overall expenditure for the year.

5. Capital Budget

5.1 Expenditure to 30th June 2014 is £13.712m as follows:

Directorate	Budget 2014/15	Actual to 30/06/14	As %
	£000	£000	
Corporate Services	2,697	157	6
People	21,282	2,678	13
Place	88,828	10,877	12
Total	112,807	13,712	12

Expenditure on major schemes is detailed in Appendix 1.

6. Legal Issues

6.1 There are no legal issues contained within this report.

7. Equality issues

7.1 The Revenue budget of the Council was approved following extensive Equality Impact Assessments being undertaken throughout the Budget setting process. It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that adequate consideration is given to the equality impact of such decisions.

Background papers: None.

Appendices: Appendix 1 - Capital expenditure on major schemes.

APPENDIX 1

Capital expenditure on major schemes	£000's
Resources	
ICT works	157
People	
Burlais school new build	911
Glyncollen/Newton refurbishment works	317
Morrison Comp refurbishment	1,287
Place	
Sorting station and bag splitter	229
Carriageway resurfacing	248
Lighting energy reduction programme(PB)	246
Glyn Vivian refurbishment	338
City Centre Boulevard	1,191
Mountain Colliery aftervalue grant clawback by WG	248
Cwmfelin Works site aftervalue grant clawback by WG	374
Fabian Way plots A6/7 aftervalue grant clawback by WG	350
Felindre infrastructure	469
Brangwyn Hall refurbishment	2,008
DFG grants	1,045
HRA Door renewal programme	218
HRA WWP Penlan phase 2	221
HRA WWP West Cross	243
HRA boiler replacement programme	592
HRA internal improvements	335
HRA adaptations programme	284

Agenda Item 10.b

Report of the Cabinet Member for Finance and Resources

Cabinet – 26 August 2014

FIRST QUARTER 2014/15 SAVINGS TRACKER REPORT

Purpose:	To report on progress specifically with regard to revenue savings targets set in the 2014/15 revenue budget.
Policy Framework:	Budget 2014/15 Sustainable Swansea
Reason for Decision:	To note any significant variations from the agreed budget 2014/15 savings and actions planned to achieve a balanced budget.
Consultation:	Cabinet Members, Corporate management Team, Legal Services and Corporate Equalities Unit.
Recommendation:	It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted.
Report Author:	Mike Hawes
Finance Officer:	Mike Hawes
Legal Officer:	Sharon Heys
Access to Services Officer:	Sherill Hopkins

1. Introduction

1.1 This report details forecast progress against the specific and cross cutting savings requirements flowing from the agreed 2014/15 revenue budget.

2. Forecast based on June position

- 2.1 In setting the revenue budget for 2014/15, savings of £26.235m were required. Given the relative magnitude of the savings ask compared to previous years a new monitoring framework has been created to strategically track and report through to Executive Board and to members on progress against the requirement. This reports to and works in parallel with the more established monthly monitoring framework.
- 2.2 Executive Board agreed to stretch that savings target by a further £2m in year to try and provide some additional margin for any delay in actual performance due to timing issues or technical inability to deliver the actual intended saving.
- 2.3 Delivery of the whole savings target is fundamental to achieving a balanced budget. Of course it is not the whole story as it otherwise assumes a steady state: if new spending pressures emerge then even delivery of all agreed savings can and will result in an overall spending pressure for the authority which will be picked up and captured in the usual monitoring arrangements which look at spend, income and savings.
- 2.4 A dashboard and graphical approach has been taken for this reporting and is attached as Appendix A.
- 2.5 Based on information to date, as set out in the Appendix, the following is the current forecast year end position:-
- Forecast to achieve 90% of the stretch target
 - The gap is £2.8m against the stretch target, £0.8m against the target implied by the budget set
 - Overall performance to date and forecast is considered broadly acceptable and in the range that could have been expected at this stage and is colour coded 'Green'
 - There are already pockets of under achievement and are coded 'Amber' and 'Red' accordingly, but action is in hand to look at alternatives
 - Executive Board is clear that corrective action can and will be taken to address the shortfall, particularly with an immediate focus on readdressing the emerging shortfall in the workforce savings target

- It should also be noted that the environment is not stable, for example, decisions made by Welsh Government could impact on our plans
- **It is the responsibility of Directors and Heads of Service to manage within their budgets and where necessary, identify savings to offset any forecast shortfalls.**

2.6 It is essential that the savings shortfalls and consequential implied overspends are contained within existing service budgets.

3. Legal Issues

3.1 There are no legal issues contained within this report.

4. Equality issues

4.1 The Revenue budget of the Council was approved following extensive Equality Impact Assessments being undertaken throughout the Budget setting process. It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that adequate consideration is given to the equality impact of such decisions.

Background papers: None.

Appendices: Appendix A – end June Budget Tracker.

Overall Target

The overall target was set at £26.235m by Council on 18/02/14 and remains needed to be achieved to balance the budget. Executive Board added a further £2m workforce saving to reinstate the original £5m (as opposed to £3m) target, to stretch targets and compensate for shortfalls elsewhere.

Firm/To date

A fairly strict interpretation of "firm" has been used. This assessment for 4 July position was completed during June and approx. £8.5m of service and staffing savings are considered firm. Council tax income which is predominantly certain and planned reserve and contingency use bump up overall position so approximately 51% of the total target is considered "firm". This is expected and acceptable. **TIMING**

Forecast

The overall weighted forecast is 90% so slightly short of where we would ideally wish to be, and broadly maintains position with first three assessments and within agreed tolerance, and against the stretched target. This outcome is heavily influenced by the significant gaps in delivery strands and to a lesser extent in service savings. **PREDOMINANTLY TIMING**

Service Savings

The majority remain on target. Where there is a shortfall it is primarily due to a delay in starting to deliver, so impact on first year/part year effect rather than not able to deliver at all. For Education two proposals are flagged as already unachievable. Education are now looking at alternatives including current member decisions. Poverty and Prevention face timing challenges and are pursuing alternatives which need further discussion. **PREDOMINANTLY TIMING**

Staffing

Progress has been made firming up on savings through June and all Heads of Service have completed returns. A number of the education savings are predicated on keeping underlying posts but including within the ring fenced (and increased funded) consortia arrangements. **PREDOMINANTLY TIMING**

Delivery Strands

Commercial Panel will be route for recommending, tracking, reporting on how and when the third party and income streams will be delivered. Asset stream begun to firm up on additional NDR appeal refunds @ £173k. Customer strand is likely already to fall short on the original proposals but alternatives are under review. The £2m additional staffing savings will be allocated across Heads of Service in the year. Forecast savings for 14-15

reduced to more realistic £1m to reflect timing. Alternative savings proposals will be worked up. **TIMING AND NON DELIVERY**

Other Savings

Savings are crystallised for the increased Council Tax and so are considered firm albeit in reality will accrue monthly. The shortfall is purely a timing issue. The remainder unallocated in inflation remains just under £1m but is not yet certain as no new bids have been made. The use of contingency and reserves are automatically achieved and shown accordingly. All expected achieved by year end. **TIMING**

Risks and Issues to Address This Time

Overall progress from last month has slowed. Next month the acceptable savings target parameters tighten as we move in to Quarter 2 (e.g. 79% performance would move from Amber to Red status).

Much stronger work needs to be done challenging the Delivery Strands (the cross authority streams not yet built into service budgets). It remains envisaged Commercial Panel will be the vehicle for reviewing and assuring on the third party spend and income and charging streams but there is still some work to get pipeline potential to delivery.

Additional staff savings target forecast reduced significantly this month reflecting predominantly concerns over timing of implementation in current year. Directors have reviewed proposals to re-address the emergent gap and these will be worked on as priority to improve assurance levels on overall savings likely. **TIMING RESULTING IN DELIVERY ISSUE IN CURRENT YEAR**

Progress with budget savings 2014-15

at 4 July 2014







	£'000
Target	28,238







	£'000
To date	14,528




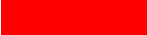
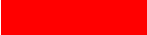

	£'000
Forecast	25,492







	To date	Forecast
Delivery	51%	90%



Service Savings	Target £'000	Firm £'000	Forecast £'000	Target Met		Assessment
Corporate Services	1,363	748	1,345	99%		GREEN
Education	2,294	1,296	1,834	80%		AMBER
Social Services	3,384	1,365	2,897	86%		GREEN
Poverty and Prevention Place	341	202	269	79%		AMBER
	3,488	2,928	3,110	89%		GREEN
	10,870	6,538	9,455	87%		GREEN

Staffing	Target £'000	Firm £'000	Forecast £'000	Target Met		Assessment
Corporate Services	1,036	504	1,047	101%		GREEN
Education	336	107	336	100%		GREEN
Social Services	169	176	176	104%		GREEN
Poverty and Prevention Place	51	51	51	100%		GREEN
	1,408	1,094	1,259	89%		GREEN
	3,000	1,932	2,869	96%		GREEN

Delivery Strands	Target £'000	Firm £'000	Forecast £'000	Target Met		Assessment
Assets	300	173	300	100%		GREEN
Third Party spend	1,000	100	1,000	100%		GREEN
Income	1,000	0	1,000	100%		GREEN
Customer Contact	300	0	100	33%		RED
Workforce	2,000	0	1,000	50%		RED
	4,600	273	3,400	74%		AMBER

Other savings	Target £'000	Firm £'000	Forecast £'000	Target Met		Assessment
Council Tax (net)	4,043	1,011	4,043	100%		GREEN
Net levy savings	-26	-26	-26	100%		GREEN
Reduced inflation provision	951	0	951	100%		GREEN
Reduced contingency fund	2,600	2,600	2,600	100%		GREEN
Use of General Reserves	2,200	2,200	2,200	100%		GREEN
	9,768	5,785	9,768	100%		GREEN

GRAND TOTAL	28,238	14,528	25,492	90%		GREEN
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Classification		Jun	Sept	Dec	Mar
RED	Forecast below target by	30%+	20%+	15%+	5%+
AMBER	Forecast below target by	15-30%	10-20%	5-15%	0-5%
GREEN	Forecast below target by	15%	10%	5%	0%

Agenda Item 11.a

Report of the Cabinet Member for Learning and Skills

Cabinet – 26 August 2014

LOCAL AUTHORITY GOVERNOR APPOINTMENTS

Purpose of Report:	To approve the nominations submitted to fill L. A. Governor vacancies in School Governing Bodies.
Policy Framework:	Policy and Procedure for Appointment of L. A. Governors as amended by Council on 23 October 2008.
Reason for Decision:	To ensure vacancies are to be filled expeditiously.
Consultation:	Education, Legal, Finance.
Recommendation:	It is recommended that: - 1) The nominations be approved, as recommended by the LA Governor Appointment Panel.
Report Author:	Kate Phillips
Finance Officer:	Ben Smith
Legal Officer:	Stephanie Williams
Access to Services Officer:	Sherill Hopkins

1.0 The nominations referred for approval

1.1 At the meeting of the L.A. Governor Appointment Panel held on 7th August 2014, nominations were recommended for approval as follows:

1. Portmead Primary School	Mr Andrew Morris
2. Pentrehafod Comprehensive School	Mr David Peter Blann

2.0 Financial Implications

2.1 There are no financial implications for the appointments; all costs will be met from existing budgets.

3.0 Legal Implications

3.1 There are no legal implications associated with this report.

4.0 Equality and Engagement implications

4.1 There are no equality and engagement implications associated with this report.

Background papers: None

Appendices: None

Agenda Item 12.a

Report of the Cabinet Member for Place

Cabinet – 26 August 2014

FINANCIAL PROCEDURE RULE 7 LOCAL TRANSPORT FUND GRANT 2014-2015

Purpose:	To confirm the bid for Local Transport Fund (LTF) Grant and seek approval for expenditure on the proposed schemes and projects in 2014/15.
Policy Framework:	Regional Transport Plan 2010 – 2015
Reason for Decision:	To comply with Financial Procedure Rule No. 7 (Capital Programming and Appraisals): to commit and authorise schemes in the Capital Programme.
Consultation:	Legal & Democratic Services and Finance.
Recommendation(s):	That the revised scheme for Morfa Road and the new LTF schemes, together with their financial implications, are approved.
Report Author:	Ben George
Finance Officer:	Steve Matthews
Legal Officer:	Debbie Smith
Access to Services Officer:	Phil Couch

1.0 Introduction / Background

- 1.1 The Welsh Government has changed the management of the conventional capital grant for transport schemes, with the responsibility of managing this grant moving from the Transport Consortium (SWWITCH) back to individual Local Authorities. The former Regional Transport Consortia Grant, which had been the means for Welsh Government grant allocations for transport infrastructure over the past few years, has been renamed as the Local Transport Fund (LTF).
- 1.2 A funding bid for the LTF was submitted to the Welsh Government in March 2014 in accordance with revised guidance from Welsh Government. The guidance stated that there was a total pot of £15m

and this would be allocated to schemes across Wales; each scheme could not bid for more than £1.5m. Another new aspect of the bidding process for 2013/14 funding was that each scheme also needed to have a minimum of 10% match funding. Finally, the Welsh Government also asked that Local Authorities prioritise their bids for funding consideration.

- 1.3 This report seeks approval to inform the capital programme of the expenditure within the City & County of Swansea, in accordance with Financial Procedure Rules.

2.0 Submitted Bids

- 2.1 A total of £2.325m was bid for by the City & County of Swansea. The individual amounts bid for each scheme are shown in the table below.

Table One – Summary of City & County of Swansea Bid for RTP funding 2014/15

Priority	Scheme	Bid (£k)
1	Morfa Distributor Road	1500
2	Fabian Way	330
3	City Centre Cycle Network	330
4	Real-Time Passenger Information	110
5	Park & Ride/Share: Felindre	55
Total		2325

3.0 Grant Allocation 2014/15

- 3.1 Of the schemes described above, only two were allocated funding for 2014/15. These are shown in the table overleaf:

Table Two – Summary of LTF Allocation 2014/15

Priority	Scheme	Total (£k)
1	Morfa Distributor Road	1500
3	City Centre Cycle Network	300
-	Active Travel Mapping (see 3.3)	26
Total		1826

- 3.2 The match funding requirements for these schemes will be made from existing Corporate funds which are already allocated against either scheme.

3.3 In addition to the schemes shown above, the Welsh Government made a further allocation of £26k to cover the costs of preparing maps in support of the Active Travel (Wales) Act. Each Local Authority in Wales received an allocation, the sum of which is related to the proportion of its population which conforms to the Acts requirement for mapping. The Welsh Government is yet to publish formal guidance in relation to this mapping and the Council is therefore not in a position to begin utilising this fund until such guidance is released; (expected to be in Autumn 2014).

4.0 Details of approved schemes

4.1 The projects approved in the bid are summarised in the section below.

4.2 Morfa Distributor Road – A £1.5m bid was submitted, the maximum allowed, in order to facilitate the ongoing delivery of this project. Early phases of works associated with the project were completed in 2013/14 and it is anticipated that this bid will allow the scheme to deliver a key phase in linking the end of the current Morfa Road to the Landore Express Bus Way, adjacent to the Landore Social Club. Match funding of £180k is required for 2014/15.

Cabinet approved a full Morfa Road programme of works on 11th February 2014. This LTF funding will allow Stage 2 detailed in that report to be carried out. A revised schedule of the Morfa Road works and funding is set out in Appendix A.

4.3 City Centre Cycle Network – A range of enhancements are proposed to establish an off-road traffic-free cycle network within Swansea City Centre. An allocation of £300k has been made to contribute to this scheme which will be delivered in phases over the next few years. Match funding of £46k is required for 2014/15.

5.0 Equality and Engagement Implications

There are none.

6.0 Financial Implications

6.1 Morfa Distributor Road

The total cost of Stage 2 and design for Stages 3 and 5 amounts to £1.68m and will be funded by current LTF grant of £1.5m and previous RTP grant of £180k. Details are set out in Appendix A.

The LTF grant will be claimed against defrayed expenditure and must be spent in 2014/15 or will be lost.

6.2 City Centre Cycle Network

The cycle network will cost £330k will be funded by LTF grant of £300k and £46k of our own resources. Details are set out in Appendix B. The

LTF grant will be claimed against defrayed expenditure and must be spent in 2014/15 or will be lost.

6.3 Active Travel Mapping

£26k has been allocated to meeting the mapping requirements of the Active Travel Act. The guidance on how this fund is to be spent is still pending from Welsh Government, although it is expected in early autumn 2014. This therefore presents a risk that the works may not be completed by the end of March 2015 in time to complete the work and achieve full spend against the grant. The grant will be claimed against defrayed expenditure and must be spent in 2014/15 or will be lost. Although informal advice from Welsh Government Officers is that this fund will be carried forward because of the delay in issuing formal guidance.

6.4 Claims are to be made to the Welsh Government on a quarterly basis.

6.5 Any revenue costs arising from capital schemes will be met by existing revenue budgets.

7.0 Staffing / IT Implications

There are none.

8.0 Legal / Procurement Implications

There are none.

Background Papers: Local Transport Fund Bid Documents

Appendices:

Appendix A – Morfa Distributor Road Financial Summary

Appendix B – City Centre Cycle Network Financial Summary

APPENDIX A – MORFA DISTRIBUTOR ROAD FINANCIAL SUMMARY

Portfolio: PLACE
 Service: HIGHWAYS AND TRANSPORTATION
 Scheme : MORFA DISTRIBUTOR ROAD

1. CAPITAL COSTS	Actual 2011/13 £'000	Actual 2013/14 £'000	Budget 2014/15 £'000	Budget 2015/16 £'000	Budget 2016/17 £'000	Budget 2017/18 £'000	TOTAL £'000
Stage 1							
Design Works	34 35	36 420					70 455
Stage 2							
Design Works	110	200 40	1430	90			310 1,560
Stage3							
Design Works	15	15	30	30 460			90 460
Stage 4							
Design Works	15		140		780		155 780
Stage 5							
Design Works	15		80			35 645	130 645
Contingency							
EXPENDITURE	224	711	1,680	580	780	680	4,655
<u>Financing</u>							
<i>Funding acquired</i> WG grant RTP approved	224	580	1,500				2,304
Addition WG Grant		131	180		289		600
Bus Station capital receipts						500	500
<i>Funding not acquired</i> WG grant RTP required				551*			551
Developer Contribution required				29	491	180	700
FINANCING	224	711	1,680	580	780	680	4,655

* Assumed RTP allocation

<u>2. REVENUE COSTS</u>	2011/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	FULL YEAR £'000
<u>Service Controlled - Expenditure</u>							
Employees)						0
)						0
	ongoing Revenue costs will be met by existing budgets						
Maintenance)						0
Equipment)						0
Administration)						0
NET EXPENDITURE	0	0	0	0	0	0	0

APPENDIX B – CITY CENTRE CYCLE NETWORK FINANCIAL SUMMARY

Portfolio: PLACE
Service : HIGHWAYS
Scheme : LTF SCHEMES 2014/15

<u>1. CAPITAL COSTS</u>	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
<u>Expenditure</u>					0
Urban cycle Network		346			346
Active Travel Act maps		26			26
EXPENDITURE	0	372	0		372
<u>Financing</u>					
LTF grant		326			326
Own resources		21			21
Waterfront City		25			25
FINANCING	0	372	0		372

<u>2. REVENUE COSTS</u>	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	FULL YEAR £'000
<u>Service Controlled - Expenditure</u>					0
Employees)				0
) To be met from existing budgets				
Maintenance)				0
Equipment)				0
Administration)				0
NET EXPENDITURE	0	0	0		0