

# CITY & COUNTY OF SWANSEA

## CABINET

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**At:** Committee Room 1, Civic Centre, Swansea.

**On:** Tuesday, 16 December 2014

**Time:** 5.00 pm

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### AGENDA

1. **Apologies for Absence.**
2. **Disclosures of Personal and Prejudicial Interests.** 1 - 2
3. **Minutes.** 3 - 11  
To approve and sign as a correct record the Minutes of the meeting of Cabinet held on 18 November 2014.
4. **Leader of the Council's Report(s).**
5. **Public Question Time.**
6. **Councillors' Question Time.**
7. **Scrutiny Report:**
- 7.a Scrutiny Inquiry into Street Scene Services. 12 - 31
8. **Report of the Cabinet Member for Communities and Housing: -**
- 8.a Request for Cabinet Authority for the Submission of a Planning Application at Ty Dewi Sant Sheltered Housing Complex, Fforestfach. 32 - 33
9. **Reports of the Cabinet Member for Education.**
- 9.a Amalgamation of Brynhyfryd Infant and Junior Schools. 34 - 37
- 9.b Local Authority Governor Appointments. 38 - 40
- 9.c The Introduction of the Education (Penalty Notice) (Wales) Regulations 2013 and the Use of Fixed Penalty Notices for Non School Attendance. 41 - 80
10. **Reports of the Cabinet Member for Finance and Strategy: -**
- 10.a Budget Consultation and Strategy. (Attached Separately)
- 10.b Quarter 2 2014/15 Performance Monitoring Report. 81 - 178
11. **Report of the Cabinet Member for Services for Children and Young People: -**
- 11.a Western Bay Health and Social Care Programme Regional Adoption Service. 179 - 222

<b>12. Report of the Cabinet Member for Transformation and Performance: -</b>	
12.a National Joint Council for Local Government Services - Pay Award For 2014/16.	<b>223 - 228</b>
<b>13. Exclusion of the Public.</b>	<b>229 - 232</b>
<b>14. Report of the Cabinet Member for Enterprise, Development and Regeneration: -</b>	
14.a Vibrant and Viable Places (V&VP) - FPR7 Loan to Coastal Housing Association.	<b>233 - 236</b>
<b>15. Report of the Cabinet Member for Environment and Transportation: -</b>	
15.a Contract Award Report for Procurement of a Waste Partner and Options for Landfill Gas.	<b>237 - 263</b>
<b>16. Report of the Cabinet Member for Finance and Strategy: -</b>	
16.a Everyone's IT: The Move to an In-House Managed ICT Service.	<b>264 - 281</b>



**Patrick Arran**  
**Head of Legal, Democratic Services & Procurement**  
**Thursday, 3 December 2014**

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**Contact: Democratic Services - 636820**

## CABINET (10)

### Labour Councillors:

Mark C Child	Clive Lloyd
William Evans	Jennifer A Raynor
Robert Francis-Davies	Christine Richards ( <b>Deputy Leader</b> )
Jane E C Harris	Rob C Stewart ( <b>Leader</b> )
David H Hopkins	Mark Thomas

### 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
CAC, Licensing & DMC Chairs	7 Copies
Various Councillors	10 Copies
All Other Councillors	Via e mail

### Total Copies Needed:

57 Full & 10 Public
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## 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, 18 NOVEMBER 2014 AT 5.00 PM

**PRESENT:** R C Stewart (Leader) Presided

<b>Councillor(s)</b>	<b>Councillor(s)</b>	<b>Councillor(s)</b>
M C Child	J E C Harris	J A Raynor
W Evans	D H Hopkins	C Richards
R Francis-Davies	C E Lloyd	M Thomas

109. **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

110. **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:**

Councillor M Thomas - Personal – Minute No.118 – LA Governor Appointments – I am a Governor of Penclawdd Primary School.

Councillor M Thomas – Personal – Minute No. 121 – Supporting People Programme Grant (SPPG) Local Commissioning Plan. Councillor M Thomas has dispensation from the Standards Committee.

**Officers:**

J Straw – Personal and Prejudicial – Minute No. 116 – Proposed Lease of Underhill Park to Mumbles Community Association – Mumbles Rugby Club. J Straw left prior to consideration of this item.

M Hawes – Personal – Minute No. 125 – Equal Pay – Wife works for Council.

111. **MINUTES**

**RESOLVED** that the Minutes of the Meeting of Cabinet held on 21 October, 2014, be approved as a correct record.

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

The Leader of Council referred to an urgent report in respect of Equal Pay which would be considered at the end of the agenda in closed session.

Cabinet Members agreed to the Leader's request to consider the Evaluation of the Reconfigured Children's Residential Service and the Proposed Lease of Underhill Park to Mumbles Community Association after Agenda item 7.

113. **PUBLIC QUESTION TIME**

Questions were asked by J Price in respect of Minute No. – Proposed Lease of Underhill Park to Mumbles Community Association. The Cabinet Member for Wellbeing and Healthy City responded accordingly.

114. **COUNCILLORS' QUESTION TIME**

Councillor P M Meara asked a question regarding Minute No. Evaluation of the Reconfigured Children's Residential Service.

The Cabinet Member for Services to Children and Young People to provide a written response in relation to the cost of emergency accommodation for 22 nights.

115. **EVALUATION OF THE RECONFIGURED CHILDREN'S RESIDENTIAL SERVICE**

The Cabinet Member for Services for Children and Young People provided a report on the evaluation of the reconfigured services for the children's emergency and short term residential home Ty Nant (on the site of the 2 homes formerly known as Nant y Felin) agreed by Cabinet on the 7<sup>th</sup> January 2013.

**CABINET DECISION**

That:

- 1) It be noted that the conclusion of the evaluation of reconfigured residential service are accepted as offering improved outcomes for children and young people compared with the previous configuration of residential service offered on the site of Nant y Felin;
- 2) It be agreed that the Local Authority remains a provider of children's residential accommodation based on a service model of emergency and short term care;
- 3) It be agreed that in line with the evaluation of required capacity and the model of care, that the home be further reduced from 4 beds to 2 beds;
- 4) It be agreed that the staffing implications attached to the reduction in bed capacity are addressed;
- 5) It be agreed that a separate proposal is prepared to consider the appropriateness of the accommodation site to enable best delivery of the new service model.

Policy Framework

LAC Reduction Strategy, Child and Family Business Plan, Strategic Delivery Plan, Corporate Plan and Sustainable Swansea Programme.

Reason for Decision

To ensure that improved outcomes for Looked After Children are being delivered through the current configuration of residential homes and to continue to promote improved outcomes.

Consultation

Legal, Finance and Access to Services.

116. **PROPOSED LEASE OF UNDERHILL PARK TO MUMBLES COMMUNITY ASSOCIATION**

The Cabinet Member for Wellbeing and Health City presented a report which sought approval to negotiate and agree Heads of Terms and enter into a lease with Mumbles Community Association for Underhill Park, including the immediate management of community use and secondary hires and lettings.

He referred to the pre-decision scrutiny meeting on 13 November, 2014, in respect of the proposed lease of Underhill Park to Mumbles Community Association.

As a result of the pre-decision scrutiny the Chair of the Scrutiny Programme Committee had written to the Cabinet Member highlighting issues for clarification and consideration prior to the decision of Cabinet.

A footnote document was circulated which provided clarification on a number of points that had been raised by Members.

Councillor R V Smith, Vice Chair of Scrutiny Programme Committee referred to the letter from Chair to the Cabinet Member following Members pre-decision scrutiny of the matter on 13 November, 2014.

**CABINET DECISION**

That Cabinet:

- 1) Notes the financial and operational implications and authorises the Director of Place to negotiate and settle the terms of the proposed lease (and thereafter any required Deeds of Variation) and to instruct the Head of Legal, Democratic Services and Procurement to finalise the legal documentation;
- 2) Agrees, in principle, the long-term ambitions and phased programme of improvements proposed by Mumbles Community Association;

- 3) Authorises the Director of Place to agree the phased programme subject to gateway and milestone reviews, funding, access, contract and any other required legal procedures being satisfied.

Policy Framework

Council Policy City of Sport; Sustainable Swansea New Models of Delivery.

Reason for Decision

To transfer community management for the facility and subject to milestone approvals, enable the Association to seek funding and progress a phased programme for facility improvements.

Consultation

Legal, Finance and Access to Services.

117. **NATIONAL HOME IMPROVEMENT LOAN SCHEME - LOAN AGREEMENT WITH WELSH GOVERNMENT**

The Cabinet Member for Communities and Housing presented a report which sought consideration of the Welsh Government (WG) National Home Improvement Loan scheme and enter into an agreement with WG to accept the loan funding for the purposes of issuing loans to applicants.

**CABINET DECISION**

That Cabinet approves the entering into a loan agreement with WG and receipt of the loan fund to meet FPR7 requirements.

Policy Framework

Private Sector Housing Renewal and Disabled Adaptations: Policy to Provide Assistance 2012-2017.

Reason for Decision

To seek approval to enter into an agreement with WG to receive the loan fund. To comply with FPR7.

Consultation

Legal, Finance and Access to Services.

118. **LOCAL AUTHORITY GOVERNOR APPOINTMENTS**

The Cabinet Member for Education presented a report which sought approval of the nomination submitted to fill LA Governor vacancies on School Governing Bodies.

**CABINET DECISION**

That the following nominations be approved as recommended by the LA Governor Appointment Panel:

Oystermouth Primary School	-	Mrs Laura Miles
Parkland Primary School	-	Councillor Huw Rees
Penclawdd Primary School	-	Reverend Iain Hodgins
Pentrecwyth Primary School	-	Mr John Winchester
Trallwn Primary School	-	Councillor Penny Matthews

**Policy Framework**

Policy and Procedure for Appointment of LA Governors as amended by Council on 23 October 2008.

**Reason for Decision**

To ensure vacancies are to be filled expeditiously.

**Consultation**

Education, Legal and Finance.

119. **REVENUE AND CAPITAL BUDGET MONITORING - 2ND QUARTER 2014/15**

The Cabinet Member for Finance and Strategy provided the financial monitoring of the 2014/15 revenue and capital budgets.

**CABINET DECISION**

That the comments and variations in this report, and the actions in hand to address these, are noted.

**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 and Access to Services.

120. **EXTERNAL FUNDING PANEL**

The Cabinet Member for Finance and Strategy presented a report which sought to clarify and amend issues relating to the External Funding Panel.

**CABINET DECISION**

That:

- 1) The Membership of the Panel be approved as outlined in Paragraph 2 of the report;
- 2) The quorum of the External Funding Panel and any Sub Panels be a quarter but no fewer than 3 Voting Members;
- 3) The External Funding Panel shall be allowed to create Sub Panels as it determines in order to consider issues within its Terms of Reference;
- 4) The "Rural Development Partnership Fund" be added to the terms of reference of the External Funding Panel.

Policy Framework

Medium Term Financial Plan; *Sustainable Swansea – fit for the future.*

Reason for Decision

To clarify issues relating to the External Funding Panel such as membership, quorum etc.

Consultation

Legal, Finance and Access to Services.

121. **SUPPORTING PEOPLE PROGRAMME GRANT (SPPG) LOCAL COMMISSIONING PLAN**

The Cabinet Member for Adults and Vulnerable People presented a report which sought approval of the Draft Supporting People Local Commissioning Plan (LCP) for 2015/16.

**CABINET DECISION**

That the Draft Supporting People Local Commissioning Plan 2015/16 be noted and approved for submission to the Western Bay Supporting People Regional Collaborative Committee to inform the development of a regional plan.

Policy Framework

The One Swansea Single Integrated Plan. The 2012-2017 Local Housing Strategy. The Social Services Commissioning Framework and associated commissioning plans.

Reason for Decision

To comply with the requirements of the Welsh Government Grant Conditions July 2013.

Consultation

Legal, Finance, Access to Services and Partner Organisations.

122. **WESTERN BAY PROGRAMME - REGIONAL SUBSTANCE MISUSE AREA PLANNING BOARD**

The Cabinet Member for Wellbeing and Healthy City provided an update on the progress in developing regional arrangements for the planning, commissioning and management of Substance Misuse services in Swansea, Neath Port Talbot and Bridgend.

**CABINET DECISION**

That:

- 1) the current progress made towards establishing a Substance Misuse Area Planning Board be approved;
- 2) the recommendation from the Western Bay Programme Board that Neath Port Talbot County Borough Council act as the host organisation for the Western Bay Area Planning Board Regional management and financial structure be approved.

Policy Framework

Working together to reduce harm - The substance misuse strategy for Wales 2008-18.

Reason for Decision

This document also seeks approval for the next steps that are required to fully establish a regional structure for the oversight of Substance Misuse services.

Consultation

Legal, Finance and Access to Services.

123. **EXCLUSION OF THE PUBLIC**

Cabinet were requested to exclude the public from the meeting during consideration of the item of business identified in the recommendations to the report on the grounds that 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 item of business where the Public Interest Test was relevant as set out in the report.

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

**CLOSED SESSION**

124. **URGENT ITEM**

The Leader of Council stated that pursuant to paragraph 100B(4)(b) of the Local Government Act 1972, he considered that the report from the Director of Corporate Services on Equal Pay should be considered at this meeting as a matter of urgency.

Reason for Urgency

To authorise Officers to progress negotiations with the Trade Unions.

125. **EQUAL PAY**

The Corporate Director of Resources presented a report which provided an update and options regarding Equal Pay. Cabinet then discussed the issue at length.

**CABINET DECISION**

That Option 5(b) of the recommendation, as detailed in the report, be approved with a deadline of 30 November, 2014.

Policy Framework

None.

Reason for Decision

To update Cabinet Members and for Officers to obtain instructions regarding the future conduct of this issue.

Consultation

Legal and Finance.

The meeting ended at 6.25 pm

**CHAIR**

**Published on 24 November 2014**

# Agenda Item 7.a

## Report of the Street Scene Scrutiny Inquiry Panel

Cabinet – 16 December 2014

### SCRUTINY INQUIRY INTO STREET SCENE SERVICES

<b>Purpose:</b>	This report presents the findings, conclusions and recommendations resulting from the Panel's Inquiry into Public Engagement.
<b>Policy Framework:</b>	Council Constitution.
<b>Reason for Decision:</b>	To consider and action the recommendations made by the Scrutiny Inquiry Panel.
<b>Consultation:</b>	Legal, Finance
<b>Recommendation(s):</b>	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.
<b>Report Authors:</b>	Councillor Joe Hale (Panel Convener) Delyth Davies (Scrutiny Officer)
<b>Finance Officer:</b>	Carl Billingsley
<b>Legal Officer:</b>	Nigel Havard
<b>Access to Services Officer:</b>	Phil Couch

#### 1.0 Introduction

- 1.1 This report presents the findings, conclusions and recommendations resulting from the inquiry into public engagement. 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

- 2.1 On 29 September 2014 the Scrutiny Programme Committee discussed and agreed the report for submission to Cabinet. The Committee welcomed the report and emphasised the following issues:

- The importance of detailed analysis – to ensure that the information gained from data collected and messages give an accurate picture to inform service delivery, for example use of simple percentages do not take into account polarized views - certain groups of people having different opinions on a particular issue.
- The importance of evaluation – there must be evaluation mechanisms in place so that we can reflect on the value of engagement activities, what has worked, and what lesson can be learnt, This will provide more clarity about the impact of and outcomes from public engagement.
- The need to review Swansea Voices to ensure it is an effective consultation and engagement tool e.g. panel recruitment, social demographic make-up to ensure balanced representation, impact.

### **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 panel convener and the Scrutiny Officer 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.

# Improving Street Scene Services

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

August 2014



## Why This Matters

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**Convener**  
**Councillor John Bayliss**

### FOREWORD

Street scene services are and remain critical services for the people of Swansea. It's the one side of the Council that every citizen uses and interacts with on a daily basis, so we treated our scrutiny role very seriously.

I would like to thank those Councillors who joined me on this particular panel, as I sincerely believe we have brought together a comprehensive report that the Council's Cabinet should use as a guide to reforming street scene services so they are in line with tax payers expectations.

That being said, the very serious financial restrictions facing the Council mean service delivery will become increasingly difficult. When we invited representations from resident groups and individuals there was a general consensus that services would need to change to meet such a changing financial settlement.

In fact, this panel's efforts to consult with taxpayers was extensive and should guide scrutiny work in the future. I would like to thank the scrutiny officers in particular who worked hard in getting such a high level of responses (although relatively small compared with Swansea's total population) to our online survey and representatives of residents groups to our public engagement meeting.

The panel felt that refuse collections, as one example, should become a one stop shop for street cleansing. The Council currently has cleansing teams following up after bin collections, sometimes as long as a day or two after, which the panel found to be a waste of resources. If sacks and debris were cleared together in one go, the problems reported by residents would resolve themselves and costs would decrease. Residents told us that this practice was commonplace in other Councils across the UK.

Residents want clean and well-designed streets, we heard that loud and clear. We sincerely hope the cabinet now takes on board our wide ranging recommendations and puts them into practice

## Summary

### 1. Aims of the Review

- To understand how budget reductions will affect the provision of street scene services
- To consider alternative models of service delivery
- To examine the Cabinet Members policy commitments in this area and to understand how they will be achieved
- To review the impact of the environmental enforcement initiative
- To understand residents experiences of street scene services and their views on how to improve their experiences
- To examine the working relationship between street cleansing and waste management

### 2. Evidence Considered

- Service briefing paper
- Budget reductions and alternative models of provision report
- Cabinet Members policy commitments
- Environmental enforcement initiative report
- Public engagement – consultation with residents
- A report on the working relationship between street cleansing and waste management

### 3. Conclusions

- 3.1 Alternative models of service delivery and community development initiatives have the potential to reduce service demand and provide additional service delivery resources; these should be identified, developed and supported where possible.
- 3.2 The Highways & Transportation and Waste Management services are currently facing significant budgetary pressures and this will continue into the future.
- 3.3 Maintaining a clean and safe street scene environment is important to residents and for the Council's reputation.
- 3.4 Residents, tenants, community groups are important stakeholders; they value good quality communication and information and are a good source of feedback on services.

### 4. Recommendations

#### **The Panel recommends to Cabinet that it:**

- 4.1 Promotes the Welsh Government public toilet scheme and increases sign up from local businesses to make their toilets available for public use
- 4.2 As a minimum, the Cabinet Member maintains the current level of provision for the NEATs programme and identifies additional sources of funding to support the continuation and development of the NEATs programme

- 4.3 Promotes and encourages communities to take up the Winter Warden Scheme by reducing the bureaucratic burden on the communities and individuals who want to sign up to the scheme
- 4.4 Identifies and investigates invest to save opportunities and community development initiatives and provides support for this
- 4.5 Reports on the outcome of the APSE review
- 4.6 Ensures that all future planning applicants are made aware of the highway adoption process via a checklist and that they are aware of the implications
- 4.7 Ensures that the highway adoption process is as efficient and economical as possible to meet the expectations of Swansea residents
- 4.8 Publicises and promotes the new Highways Asset Management Plan to councillors and residents groups and includes in it the pothole repair schedule and the highways and footways inspection timetable
- 4.9 Extends the environmental enforcement scheme across Swansea and into district areas
- 4.10 Closely monitors the environmental enforcement scheme to ensure it remains a cost neutral scheme
- 4.11 Takes steps via the Highways Inspection service to minimise the proliferation of street signage
- 4.12 Allocate resources to the Waste Management teams to enable them to clean up split bag residue
- 4.13 Provides information to commercial waste customers on waste collection and recycling services provided by the Council
- 4.14 Ensures that agency provided refuse collectors receive the same training as Council employed refuse collectors
- 4.15 Reviews how replacement refuse and recycling bags are supplied and where they are available with a view to reducing the cost of provision
- 4.16 That the operational waste management team seek to minimise breakages and damage to food waste caddies provided to residents
- 4.17 Considers the effectiveness to date of public information campaigns and education programmes designed to increase recycling of all household waste including food
- 4.18 Enforces planning conditions for litter picking for fast food outlets and ensure that these planning conditions are contained in all new planning applications for food outlets
- 4.19 Considers new ways of managing household waste generated by residential developments in the city centre which are efficient, effective and economical
- 4.20 Increase the license fee for Houses of Multiple Occupation to reflect the scale and cost of the clean up undertaken by the Council

4.21 Produces a publicly available organisational chart for each area of Swansea with contact details for relevant officers

## Full Report

### 1. Aim of the Inquiry

- 1.1 The aim of the inquiry was to examine how well the Council maintains and keeps clean the roads and footways in Swansea and what improvements can be made

### 2. Evidence Considered

- 2.1 The inquiry was carried out in by the Street Scene Scrutiny Inquiry Panel over a period of 8 months. The panel held 6 evidence gathering sessions, and 2 additional sessions, one to consider the findings of the inquiry and the final meeting to agree the final report.
- 2.2 The following evidence was considered by the Inquiry Panel between December 2013 and July 2014

Date	Evidence considered
December 2013	Inquiry pre-briefing
February 2014	Budget reductions and alternative models of provision report
March 2014	Cabinet Member's policy commitments
June 2014	Environmental enforcement initiative report
June 2014	Public engagement – consultation with residents
July 2014	The working relationship between street cleansing and waste management

## 3. Conclusions

### 3.1 **Alternative models of service delivery and community development initiatives have the potential to reduce service demand and provide additional service delivery resources; these should be identified and developed and supported where possible**

3.1.1 The panel felt that the Welsh Government scheme that encouraged businesses to make their toilet facilities available for public use by providing an annual grant of £500 per year was a good scheme. At the time of the inquiry 16 businesses had signed up to the scheme and the panel was informed that a total of 40 businesses could be funded by the Welsh Government scheme. It was suggested that if more than 40 businesses wanted to sign up to this scheme then the authority may consider financing the additional businesses. Recently, the Council had closed a number of public toilets and the panel felt that this scheme could help minimise the impact of public toilet closures. The panel agreed that businesses should be encouraged to sign up to this scheme to increase the number of toilets available for public use across Swansea.

3.1.2 The panel was impressed by the success of the NEATs programme and individual councillors on the panel reported positive feedback on the NEATs teams. The panel felt that the NEATs programme offered value for money and should be continued and opportunities for expansion should be explored.

3.1.3 The panel supported the Winter Warden scheme which encouraged local citizens to become Winter Wardens. This meant local residents would take some responsibility for winter maintenance in their local area, such as locating and using a salt bin in their area. Some councillors on the panel had feedback from constituents who reported that the process for this was considered bureaucratic which had discouraged them from engaging with the scheme. The panel felt that sign up to this scheme needed to be encouraged and suggested that it is made as easy as possible for local residents to become Winter Wardens.

3.1.4 The panel agreed that these types of community development initiatives and alternative ways to provide services had the potential to reduce service demand and provide additional service delivery resources by moving some of the Council's focus towards facilitating and supporting. The panel acknowledged that this type of delivery model could take significant resources to set up and manage but it felt that investment in this type of delivery model had the potential to save the Council money in future budgets.

3.1.5 The panel welcomed the APSE review which looked at delivery of operational services and focused on goals rather than activities and delivery and was interested to know the outcome of this review.

3.1.6 The panel therefore recommends to Cabinet that it:

- Promotes the Welsh Government public toilet scheme and increases sign

up from local businesses to make their toilets available for public use

- As a minimum, the Cabinet Member maintains the current level of provision for the NEATs programme and identifies additional sources of funding to support the continuation and development of the NEATs programme
- Promotes and encourages communities to take up the Winter Warden Scheme by reducing the bureaucratic burden on the communities and individuals who want to sign up to the scheme
- Identifies and investigates invest to save opportunities and community development initiatives and provides support for this
- Reports on the outcome of the APSE review

### **3.2 The Highways & Transportation and Waste Management services are currently facing significant budgetary pressures and this will continue into the future**

- 3.2.1 The panel found that un-adopted areas of the highway that have been turned over to the Highways department to manage had led to a substantial increase in the resource needed to maintain highways in Swansea. The panel agreed that this was exerting additional pressure on an already stretched budget and that this practice needed to be minimised. The panel felt that this issue could be addressed through the planning process and felt that this should form part of the adoption criteria.
- 3.2.2 The incidence and maintenance of pot holes was considered by the panel and the public, to be a serious and important issue. During the inquiry an online survey was available for residents and interested parties to contribute their views to the inquiry. The survey found that the maintenance of roads was rated good by just 20% of the 128 local residents who completed the survey. When asked what improvements could be made to street scene type services 44% of respondents said improvements could be made to road maintenance, particularly pot holes.
- 3.2.3 The panel was also informed of the backlog of over £130m of work required to highway assets and an estimated annual funding requirement of £19m to stand still in terms of highway condition. With the current and projected future (reduced) level of funding this concerned the panel. For 2012/15 additional funding via prudential borrowing was approved, which provided an extra £10.45m investment in highways asset, the majority of which was targeted at energy reduction in street lighting. A further £1m capital funding was agreed for 2014/15 and a programme of works will focus on the target areas
- 3.2.4 The Cabinet Member identified the failure to adequately maintain the structural integrity of highway assets as a financial risk to the authority and acknowledged that some of the highways infrastructure was in a poor condition due to a lack of investment and factors such as the weather. The Cabinet Member informed the panel that efficient use of limited revenue, capital and grant funding was in place.

Improved investment in the highway network was targeted to areas of greatest risk, the inspection regime exceeds the code of practice for maintenance management and an improved inspection system has proved effective in the identification of problems and rectification of faults. The Cabinet Member also informed the panel that there was a capital programme of small scale planned patching works this year with a visit to each ward.

3.2.5 The community councils, residents and community groups, who attended an evidence gathering workshop held during the inquiry felt that pot holes and pot hole repair was an important health and safety issue. There was agreement from the groups present that patching pot holes often didn't repair the holes well enough. The groups also reported that they were not aware of the schedule of repair work for potholes, inspections and ward visits. Some groups present acknowledged that the Council had limited resources and that the budget for highway maintenance was stretched. However, there was broad agreement that as far as repair works went, investing now be financially beneficial to the Council in the future.

3.2.6 The panel acknowledged the difficulties of the highway maintenance team in trying to balance budgetary pressures with health and safety concerns, performance measures and the expectations of the public. The panel felt that steps could be taken to improve the management of public and stakeholder expectations around pot hole and highways repairs and this would help the public and stakeholders understand the resource pressures faced by the Highways team.

3.2.7 The panel therefore recommends to Cabinet that it:

Ensures Future planning applicants are made aware of highway adoption via a checklist to ensure they are fully aware of the adoption process and its implications.

Ensures the highway adoption process is as efficient as possible in terms of cost and timescale so as to meet the expectations of Swansea residents

Publicises and promotes the new Highways Asset Management Plan to councillors and residents groups and includes in it the pothole repair schedule and the highways and footways inspection timetable

### **3.3 Maintaining a clean and safe street scene environment is important to residents and for the Council's reputation**

3.3.1 The survey asked residents to identify the street scene type services they felt were the most important to them. Residents chose refuse collection, the maintenance of roads and the maintenance of pavements as the three most important street scene type services. 80% of respondents rated the waste collection service as very good or good but only 20% and 31% of residents rated maintenance of roads and the maintenance of pavements as good. The three that were seen as least important by survey respondents were the provision of dog fouling facilities, cutting of grass verges and the provision of street name plates and signs.

- 3.3.2 Residents, groups and associations who attended the public engagement also identified the maintenance of roads and pavements as two important areas that caused them concerns, particularly the health and safety aspect of keeping roads and pavements well maintained. However, they acknowledged the difficult financial position of the Council and said that they understood that the Council has less money in its budget.
- 3.3.3 The panel was impressed by the effects of the environmental enforcement pilot scheme which was a partnership between the Council and a private company, 3GS. The pilot scheme, which ran for 12 months, reduced littering in Swansea during this time. The panel learned that the scheme generated no profit for the Council and that the drive behind it was clean, litter free streets. Increased enforcement was a preventative measure which contributed to clean streets and was considered more preferable to street cleaning.
- 3.3.4 The panel learned that the service was run on a nil-cost model but that at the time of the evidence gathering the scheme was £12k in the red because of a number of outstanding fixed penalty notices still to be paid. This concerned the panel, but the panel was confident that the enforcement collection process would recover the outstanding charges. The panel supported this scheme and its continuation but suggested that the Cabinet Member kept a close eye on the finances of the scheme to ensure it was cost neutral to the Council.
- 3.3.5 Survey respondents, residents groups and associations and councillors all agreed that split bag residue was an unsightly problem and that the waste residue should be cleaned up immediately. The panel was informed that split bag residue was not cleaned up by the waste management teams because of the speed of the operation that was required to ensure that the teams completed the full collection route. The panel was also informed that there was no room on the waste collection trucks for brushes to clean up residual waste however, Street Cleansing teams cleaned up the residual waste the following day. The panel was not persuaded that this was the best way to deal with residual waste and suggested that the waste management teams should be provided with brushes and the like so that split bag residue could be cleaned up immediately.
- 3.3.6 The Council had a target of 58% of all waste collected to be recycled, this included both household and commercial waste and it would be achieved by:
- Targeted door knocking, especially for households that didn't recycle food waste
  - Enforcing the 3 bag limit per household
  - Increase the amount of recycled commercial waste
  - Mandatory food separation for local food businesses
  - New sorting line at the recycling plant
- 3.3.7 The panel found that residents valued the replacement waste, recycling and food waste bag service. The panel was informed by residents that often replacement bags were not left in appropriate places which resulted in residents taking multiple rolls of bags at locations where bags were available. The panel was informed by officers that this presented a significant cost to the Council and that

a number of plans were in place to make improvements to this. Namely that a trial of a reusable and weighted recycling bag will commence in the autumn, the number of outlets which supplied replacement bags would be reduced and operational teams would need to ensure that replacement bags were supplied correctly and appropriately to households.

- 3.3.8 The panel welcomed and supported these developments and made a number of suggestions around the provision of information, replacement waste and recycling bags and food caddies and recycling (contained in the recommendations below) which it felt would help the Council achieve its target and maintain clean streets.
- 3.3.9 Councillors on the panel reported that A-Frames and signs erected on highways and streets was a problem in many of their wards. The panel understood that the Council had been in communication with companies and businesses that had set up these signs; when a sign was reported to the Council, it was removed; this was a reactive service with just one employee. The panel felt that more could be done via the Highways Inspection service to prevent the proliferation of street signage.
- 3.3.10 The panel understood that there was a range of frequency of waste collections amongst commercial waste customers and the panel was informed that the types of waste collections needed to be more efficient. The panel welcomed this and supported the suggestion that a process of re-engineering may help to make trade waste collections more efficient and would ensure that streets were kept clean and free of waste.
- 3.3.11 The panel also drew attention to litter generated by takeaway and fast food outlets and considered this an important area to address if streets were to be kept clean and litter free. The panel agreed that planning conditions and planning applications could be used to ensure that food outlets undertook litter picking to clean up litter generated by their food businesses.
- 3.3.12 The panel found that in areas of high concentration of Houses of Multiple Occupation (HMOs) residents felt that landlords needed to do more to keep the external areas of the property free from refuse and rubbish. Residents also felt that more enforcement patrols should take place in areas such as Brynmill and Uplands and that the Council should work more productively with landlords and agents to ensure they take more responsibility for clearing rubbish from their properties. The panel felt that the scale of the challenge and cost of the clean up in areas of HMOs should be reflected in the HMO licence fee.
- 3.3.13 Some panel members and residents who attended the engagement workshop felt that the Council should increase the frequency with which verges were cut and maintained. In the public survey when respondents were asked to rate various Council services 68% of respondents rated the Council good at cutting grass verges, while 26% rated the Council as poor and 6% didn't know. The survey also asked respondents to suggest improvements to street scene type services and 8% of respondents suggested an increase to the frequency with which grass verges were cut and maintained.

3.3. The panel therefore recommends to Cabinet that it:

Extends the environmental enforcement scheme across Swansea and into district areas

Closely monitors the environmental enforcement scheme to ensure it remains a cost neutral scheme

Takes steps via the Highways Inspection service to minimise the proliferation of street signage

Allocate resource to the Waste Management teams to enable them to clean up split bag residue

Provides information to commercial waste customers on waste collection and recycling services provided by the Council

Ensures that agency provided refuse collectors receive the same training as Council employed refuse collectors

Reviews how replacement refuse and recycling bags are supplied and where they are available with a view to reducing the cost of provision.

That the operational waste management team seek to minimise breakages and damage to food waste caddies provided to residents

Considers the effectiveness to date of public information campaigns and education programmes designed to increase recycling of all household waste including food

Considers new ways of managing household waste generated by residential developments in the city centre which are efficient, effective and economical

Enforces planning conditions for litter picking for fast food outlets and ensure that these planning conditions are contained in all new planning applications for food outlets

Increase the license fee for Houses of Multiple Occupation to reflect the scale and cost of the clean up undertaken by the Council

**3.4 Residents, tenants, community groups are important stakeholders, they value good quality communication and information and are a good source of feedback on services**

3.4.1 The panel was pleased with the level of public engagement and interest in this inquiry. The survey was well responded to and a wide range of groups and individuals attended the public engagement workshop to share their views and provide their suggestions for improvements. The panel acknowledged the important role residents, tenants and community groups had in providing feedback to the Council on its services. However, residents and groups often found that communication with the Council could be a frustrating experience.

Some reported that the reporting process could be complicated and not very transparent. In fact, many residents groups were not aware that Area Managers existed and that these could be contacted to report repairs and the like and they did not use their local councillor for assistance with repairs reporting matters. The groups and residents said that better information which detailed the relevant officer and their contact details for each type of repair or other matters would be helpful. The panel agreed with the residents and groups and felt that an organisational chart with contact details would be quick and easy to produce and would be helpful not just to residents but to councillors too.

3.4.2 The panel therefore recommends to Cabinet that it:

Produces a publicly available organisational chart for each area of Swansea with contact details for officers

### **3.5 Cabinet Member Policy Commitments**

3.5.1 The Cabinet Member's policy commitments in this area are:

- Examination of the feasibility of comprehensive city centre parking
- Flexible charging in local authority car parks
- Installation of modern car parking, software and payment systems in the city centre
- Introduction of 20mph speed limits outside schools across the City & County of Swansea
- Adoption of the Wheelrights Manifesto to increase access to safe and cost effective cycle and walking routes
- Implementation of the City Centre Cycle Network
- Introduction of an eco-street light replacement programme to reduce the Council's carbon footprint
- Supporting and working with voluntary and community initiatives to make Swansea a Tidy City

3.5.2 The panel welcomed the Cabinet Member's policy commitments in this area. The panel felt that these policy commitments would help the Council improve its street scene services. The panel therefore endorses and supports the Cabinet Member's policy commitments in this area.

## 4. Recommendations

*The Board commends Cabinet to consider all issues and ideas raised by this inquiry and, in particular, the recommendations set out below.*

The Board recognises that the Authority

- (a) will need to ensure that any subsequent actions are legal and meet the requirements of any relevant legislation;
- (b) 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 Board has kept these principles in mind in the course of its investigations.

### **The Board recommends to Cabinet that it:**

- 4.1 Promotes the Welsh Government public toilet scheme and increases sign up from local businesses to make their toilets available for public use
- 4.2 As a minimum, the Cabinet Member maintains the current level of provision for the NEATs programme and identifies additional sources of funding to support the continuation and development of the NEATs programme
- 4.3 Promotes and encourages communities to take up the Winter Warden Scheme by reducing the bureaucratic burden on the communities and individuals who want to sign up to the scheme
- 4.4 Identifies and investigates invest to save opportunities and community development initiatives and provides support for this
- 4.5 Reports on the outcome of the APSE review
- 4.6 Ensures that all future planning applicants are made aware of the highway adoption process via a checklist and that they are aware of the implications
- 4.7 Ensures that the highway adoption process is as efficient and economical as possible to meet the expectations of Swansea residents
- 4.8 Publicises and promotes the new Highways Asset Management Plan to councillors and residents groups and includes in it the pothole repair schedule and the highways and footways inspection timetable
- 4.9 Extends the environmental enforcement scheme across Swansea and into district areas
- 4.10 Closely monitors the environmental enforcement scheme to ensure it remains a cost neutral scheme

- 4.11 Takes steps via the Highways Inspection service to minimise the proliferation of street signage
- 4.12 Allocate resources to the Waste Management teams to enable them to clean up split bag residue
- 4.13 Provides information to commercial waste customers on waste collection and recycling services provided by the Council
- 4.14 Ensures that agency provided refuse collectors receive the same training as Council employed refuse collectors
- 4.15 Reviews how replacement refuse and recycling bags are supplied and where they are available with a view to reducing the cost of provision
- 4.16 That the operational waste management team seek to minimise breakages and damage to food waste caddies provided to residents
- 4.17 Considers the effectiveness to date of public information campaigns and education programmes designed to increase recycling of all household waste including food
- 4.18 Enforces planning conditions for litter picking for fast food outlets and ensure that these planning conditions are contained in all new planning applications for food outlets
- 4.19 Considers new ways of managing household waste generated by residential developments in the city centre which are efficient, effective and economical
- 4.20 Increase the license fee for Houses of Multiple Occupation to reflect the scale and cost of the clean up undertaken by the Council
- 4.21 Produces a publicly available organisational chart for each area of Swansea with contact details for relevant officers

## Acknowledgements

The Board is very grateful to the following people for their participation and contribution to the review:

Bob Fenwick, Group Leader, Highways and Transportation, CCS

Stuart Davies, Head of Highways and Transportation, CCS

Chris Howell, Head of Waste Management, CCS

Councillor June Burtonshaw, Cabinet Member, Place

Morriston Residents' Association

Mumbles Community Council

Swansea Civic Society

Sandfields Community Association

Ilston Community Council

Grovesend & Waungron Community Council

Swansea Sustainable Community Initiative

Maritime Quarter Residents' Association

Welsh Tenants

## **About the Street Scene Scrutiny Inquiry Panel**

The **Street Scene Scrutiny 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**

**John Bayliss**

**Ann Cook**

**Lesley Walton**

**Mary Jones**

**Mike White**

**Lynda James**

**Wendy Fitzgerald**

**Keith Marsh**

**Nick Davies**

**David Cole**

**Philip Downing**

**Jane Harris**

**Gordon Gibson – co-opted member**

### **For further information contact:**

Delyth Davies

Overview & Scrutiny Officer

City and County of Swansea

[Delyth.davies@swansea.gov.uk](mailto:Delyth.davies@swansea.gov.uk)

( 01792 637491

# Agenda Item 8.a

## Report of the Cabinet Member for Communities and Housing

Cabinet – 16 December 2014

### REQUEST FOR CABINET AUTHORITY FOR THE SUBMISSION OF A PLANNING APPLICATION AT TY DEWI SANT SHELTERED HOUSING COMPLEX, FFORESTFACH

<b>Purpose:</b>	To seek approval to apply for planning permission for the installation of CCTV at Ty Dewi Sant Sheltered Housing Complex.
<b>Policy Framework:</b>	Council Constitution
<b>Reason for Decision:</b>	The Constitution requires that Cabinet authority is given for the submission of Planning applications by Departments of this Council on Council owned land
<b>Consultation:</b>	Legal, Finance, Planning, Corporate Building and Property Services and Access to Services
<b>Recommendation:</b>	It is recommended that Cabinet:  1) Approves the submission of a planning application to install CCTV camera at Ty Dewi Sant Sheltered Housing Complex
<b>Report Author:</b>	Paul Burrows
<b>Finance Officer:</b>	Sarah Willis
<b>Legal Officer:</b>	Chris Allingham
<b>Access to Services Officer:</b>	Phil Couch

#### 1.0 Background

- 1.1 A decision has been made to install CCTV cameras to monitor the car parking area at Ty Dewi Sant Sheltered Housing Complex in Fforestfach. This scheme will not form part of the Council's general CCTV provision, but will be under the direct control of the Housing Service as part of its landlord function. This work will cost £6,000 and will be funded from the Cockett Ward HRA Minor Works Budget.

1.2 This decision has been made because the car park area has been subject to youths gathering and there has been damage to cars. Housing has consulted with residents, the Crime Prevention Officer at the Safer Swansea Partnership and the Council's Neighbourhood Support Unit who support this proposal.

1.3 The scheme for the CCTV installation has been drawn up by Corporate Building and Property Services, and requires Planning approval. To satisfy Planning Regulation 3 Cabinet approval must first be obtained, as the Constitution requires that Cabinet authority is given for the submission of Planning applications by Departments of this Council on Council owned land.

## **2.0 Equality & Engagement Implications.**

2.1 A full Equality Impact Assessment Report is not required.

## **3.0 Financial Implications**

3.1 Funding for the scheme has been identified from the HRA Minor Works Budget.

## **4.0 Legal Implications**

4.1 The Constitution provides (at Part 3: Page 7 and Part 3: Page 14) that authority must be obtained from Cabinet to enable officers to make any application for development (including change of use) on Council owned land. Consideration of any application for consent is a matter for the relevant Area Development Control Committee.

**Background Papers:** None

**Appendices:** None

# Agenda Item 9.a

## Report of the Cabinet Member for Education

Cabinet – 16 December 2014

### AMALGAMATION OF BRYNHYFRYD INFANT AND JUNIOR SCHOOLS

<b>Purpose:</b>	To report to members that no objections were received during the Statutory Notice period and to seek determination on the proposal to close Brynhyfyd Infant and Brynhyfyd Junior Schools and establish a new all through primary school on the existing sites from September 2015.
<b>Policy Framework:</b>	QEd 2020 (strategic programme) Children & Young People Plan (priority 7)
<b>Reason for Decision:</b>	Cabinet have previously approved that consultation could take place on this proposal and then, following the consultation period, approved that a Statutory Notice could be published. No objections were received during the Statutory Notice period and Cabinet must now determine the outcome of the proposal. This proposal is consistent with existing Council policy to deliver, wherever possible, all through primary provision for pupils.
<b>Consultation:</b>	Legal, Finance and Access to Services.
<b>Recommendation(s):</b>	1) To determine that the City & County of Swansea cease to maintain Brynhyfyd Infant and Brynhyfyd Junior Schools from 31 August 2015, and establish a new all through Primary School from the 1 <sup>st</sup> September 2015 on the existing Brynhyfyd sites.
<b>Report Author:</b>	Kelly Small,
<b>Finance Officer:</b>	Sue Rees
<b>Legal Officer:</b>	Stephanie Williams
<b>Access to Services Officer:</b>	Sherill Hopkins

## **1. Introduction**

- 1.1 Cabinet agreed at a meeting held on the 6<sup>th</sup> May 2014 that consultation should take place on a proposal to cease to maintain Brynhyfryd Infant and Brynhyfryd Junior Schools from 31<sup>st</sup> August 2015 and to establish a single all through Primary School from 1<sup>st</sup> September 2015, on the existing sites.
- 1.2 Following this consultation period, Cabinet considered the responses received and approved the publication of a statutory notice inviting any formal objections to the proposal.
- 1.3 No objections were received during the statutory notice period that ran from 6<sup>th</sup> October 2014 to 3<sup>rd</sup> November 2014. Therefore Cabinet must determine the outcome of the proposal. (If objections had been received then Council would have needed to consider those objections and determine the proposal).

## **2.0 Equality and Engagement Implications**

- 2.1 A full Equality Impact Assessment is needed for school organisation proposals. The full EIA was submitted as part of the Cabinet report on 23<sup>rd</sup> September 2014.

## **3.0 Financial Implications**

- 3.1 Schools are funded from an overall delegated budget – The Individual Schools Budget (ISB). There is a funding formula that allocates a budget share to each individual school from the ISB. The amalgamation will lead to a reduced budget share for the Brynhyfryd primary school over time and this information was submitted as part of the Cabinet report on 23<sup>rd</sup> September 2014. Any savings will be reinvested into the ISB for the benefit of all pupils in Swansea in line with existing policy.
- 3.2 Amalgamations of schools can lead to some initial increased costs, for example redundancy costs, as in legal terms both the infant and junior schools must be closed and a new primary school established. Although we would recommend to governors that all posts at the new school are ring-fenced to existing employees at Brynhyfryd Infants and Juniors, there could be some staff that are not successful in matching against a post at the newly established primary school, with redundancy costs charged to central budgets.
- 3.3 There can be some transitional and implementation costs with school organisation proposals. These would be met from central Education budgets or the delegated ISB.
- 3.4 There are no capital implications for this proposal as existing sites are to be used for the new primary school.

## **4.0 Legal Implications**

- 4.1 Reorganisation of school provision involving the establishment or discontinuance of community schools requires consultation and the publication of statutory notices in accordance with the School Standards and Organisation (Wales) Act 2013 (“the Act”) and the Welsh Government’s School Organisation Code.
- 4.2 Before publishing any proposals relating to the establishment of a school under s41 of the Act, or discontinuing a school under s43 of the Act, the Authority (Proposer/s) is under a duty, by virtue of s48 of the Act, to consult on such proposals. Guidance has been issued by the Welsh Government in Circular 006/2013 entitled the “School Organisation Code” which must be followed:
- a) At the start of the consultation period Proposers must provide consultees with a consultation document and give them at least 42 days in which to respond, with at least 20 of these being school days.
  - b) Consultation comments must be collated and summarised by Proposers. This summary together with the responses to the comments must be published in a consultation report within three months of the end of the consultation period.
  - c) A decision must be made by Proposers whether to proceed with changes within 6 months of the end of the consultation period.
  - d) If a decision is made to proceed, a Statutory notice is published providing a 28 day notice period for objections. The notice must be published on a school day and with 15 school days (not including the day of publication) in the notice period.
  - e) If objections are received, an objection report must be published providing a summary of the objections with responses to them before the end of 7 days beginning with the day of the Proposers determination of the proposals.
  - f) The Proposer must determine under s53 whether the proposals are to be implemented. Proposals must receive final determination within 16 weeks of the end of the objection period. Local determination is a requirement of the School Organisation Code, and The Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) (Amendment) Regulations 2013 allow for this local determination. In this Authority, it has been determined that if objections are received then the final decision will be a Council function. The Welsh Ministers and Governing Bodies are to be notified of the decision within 7 days of the decision.

- g) If the Proposer determines to implement proposals, they should be implemented in accordance with the date given in the statutory notice, or any subsequent modified date.

4.3 Failure to comply with the statutory consultation requirements in the Act and Code will leave the Authority open to Judicial Review and the decision could be quashed by the Courts.

Case law has established that the consultation process should:

- be undertaken when proposals are still at a formative stage;
- include sufficient reasons and information for particular proposals to enable intelligent consideration and response;
- provide adequate time for consideration and response; and
- ensure that the product of consultation is conscientiously taken into account when the ultimate decision is taken.

**Background Papers:**

School Standards and Organisation (Wales) Act 2013; The Welsh Government's "School Organisation Code" Circular 006/201; Community Impact Assessment; Reports to Cabinet 6<sup>th</sup> May 2014 and 23<sup>rd</sup> September 2014

**Appendices:**

None

# Agenda Item 9.b

## Report of the Cabinet Member for Education

Cabinet – 16 December 2014

### LOCAL AUTHORITY GOVERNOR APPOINTMENTS

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

#### 1.0 The nominations referred for approval

1.1 At the meeting of the L.A. Governor Appointment Panel held on 27th November 2014, nominations were recommended for approval as follows:

1. Cwmglas Primary School	Mrs Michelle Raven
2. Gowerton Primary School (3 vacancies)	Councillor Susan Jones Mr Lyndon Mably Mrs Kelly Small

3. Newton Primary School	Councillor Miles Thomas
4. Pontybrenin Primary School	Councillor William Evans
5. Whitestone Primary School	Mrs Margaret Wilson
6. Bishopston Comprehensive School	Councillor Miles Thomas
7. Bishopston Comprehensive School	Mrs Ruth McNamara
8. YGG Pontybrenin	Mr R. Gwyn Jones
9. Ysgol Gyfun Gwyr	Reverend Doctor Adrian Morgan
10. Temporary Governing Body for proposed amalgamation of Brynhyfryd Infant and Brynhyfryd Junior Schools These appointments are subject to Cabinet agreeing to proceed with the amalgamation and enable a Temporary Governing Body to be set up early in the new year.	Mr Cyril Anderson Councillor T. Mike White Mrs Debbie Whyte

## **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

## Report of the Cabinet Member for Education

Cabinet – 16 December 2014

### THE INTRODUCTION OF THE EDUCATION (PENALTY NOTICE) (WALES) REGULATIONS 2013 AND THE USE OF FIXED PENALTY NOTICES FOR NON SCHOOL ATTENDANCE

<b>Purpose:</b>	To inform Members of the introduction of the Welsh Government's Education (Penalty Notices) (Wales) Regulations 2013 and the use of Fixed Penalty Notices (FPN's) for non attendance at school.
<b>Policy Framework:</b>	None
<b>Reason for Decision:</b>	To comply with the introduction of the Education (Penalty Notice) (Wales) regulations 2013 and the use of Fixed Penalty Notices for non-school attendance.
<b>Consultation:</b>	Legal, Finance and Access to Services.
<b>Recommendation(s):</b>	It is recommended that: -  1) Cabinet approve the Code of Conduct attached at Appendix A for the issuing of Fixed Penalty Notices in the City and County of Swansea and its implementation from 1 January 2015.
<b>Report Author:</b>	Arwyn Thomas
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Stephanie Williams
<b>Access to Services Officer:</b>	Sherill Hopkins

#### 1.0 Introduction

- 1.1 The Education (Penalty Notices) (Wales) Regulations 2013 (the Regulations) introduced fixed notice penalties for regular non-school attendance. Welsh Government guidance requires that Local Authorities must all draw up and implement their own Local Codes of Conduct to set out measures to ensure consistency in the issuing of penalty notices.
- 1.2 All Local Authorities in the ERW regional partnership have worked together to develop a draft Code of Conduct for the operation of penalty

notices for non-school attendance. This approach is encouraged in the Welsh Government's Guidance for regular non-attendance at school and will result in greater consistency. We acknowledge the collaboration with ERW colleagues is on a voluntary basis and that implementation of the Code is a Local Authority responsibility. The ERW draft Code of Conduct has formed the basis of the consultation which was undertaken between the 4<sup>th</sup> and 28<sup>th</sup> November 2014.

- 1.3 There was an expectation by Welsh Government that all local authorities would have the relevant Code of Conduct in place by September 2014. Welsh Government reiterated this expectation in a letter from the Minister for Education and Skills in October 2014. A draft Code of Conduct for this Authority to implement is attached at Appendix A.

## **2.0 Main details of the Code of Conduct for Penalty Notices**

- 2.1 The Regulations enable the issuing of a penalty notice incurring a fine of £60 (rising to £120 if paid after 28 days, but within 42 days) consequent upon at least 10 sessions (five school days) of unauthorised absence during the current term. Persistent late arrivals at school i.e. after the register has closed (at least 10 sessions per half term) may also incur a Penalty Notice.
- 2.2 A Draft Local Code of Conduct has been produced, at Appendix A, and contains more detailed information including procedures and criteria for issuing penalty notices. The Welsh Government guidance is non-specific and it is, therefore, up to the Local Code of Conduct to specify the criteria.
- 2.3 The ERW agreed Code of Conduct specifies that the key criteria for issuing penalty notices should be as follows:
  - At least 10 sessions (five school days) are lost due to unauthorised absences during the current term and this brings the overall school attendance to below 90% in the school year to date. (These absences do not have to be consecutive).
  - Unauthorised absences of at least 10 sessions (5 school days) due to holidays in term-time if the absences take the overall school attendance to below 90% in the school year to date. (These absences do not have to be consecutive).
  - Persistent late arrival at school i.e. after the register has closed - 'U' code as in the Codes Guidance Document 2010. 'Persistent' for the purpose of this document means at least 10 sessions of late arrival within a term; these do not need to be consecutive and brings the overall school attendance to under 90% in the school year to date.

### **3.0 Consultation**

3.1 A consultation took place as per the Regulations with governing bodies, Headteachers and the Chief Officer of the Police for the area between the 4<sup>th</sup> and 28<sup>th</sup> November 2014.

3.2 In total, 18 responses were received in the form of email questionnaires from headteachers, school governors, governing bodies and South Wales Police.

3.3 Of the 18 responses:

- 9 were from Headteachers/Acting Headteachers;
- 8 were from governors/governing bodies;
- 1 was from South Wales Police.

3.4 South Wales Police agree that the local authority should be responsible for issuing the Penalty Notices and if they have a problem with a pupil they will work with the school directly.

3.5 In general, comments were supporting the local authority's proposal to be the sole issuer of penalty notices, as outlined on page 10 of the draft Code of Conduct, but a couple of headteachers wanted this power to lie with them with the local authority playing a monitoring role.

3.6 Further issues/comments raised during the consultation were as follows:

- Couldn't the fine be linked to the school target as set by ERW?
- A blanket proposal for all Wales to ensure consistency would work better.
- There must be no room for interpretation or ambiguity, but clear definition/criteria for schools to follow
- Circumstances for issuing a penalty notice will penalise families for taking children out early in the year more than families who take their children out late in the school year. Decisions should be taken based on a full "rolling year".
- Introducing fines for lateness at school will result in lower attendance but might worsen relationships between schools and parents/carers
- It would be more beneficial to strengthen the Education Welfare Officer (EWO) support available for schools and families, the fines will penalise those pupils and families that are already suffering during difficult economic times
- Increased use of sanctions will "solve" the attendance problem, but leave the underlying issues unresolved.
- Instead of 10 authorised days you could have 5 authorised days for holidays during term time.
- Could lead to parents/carers not declaring holidays at all, which encourages deceit.
- Transparency is needed around enforcement costs.

- Not a robust evidence criteria behind the idea of penalty notices.
- There must be a rigorous information sharing campaign outside of school to “launch” this change with very clear guidelines and expectations.

3.7 Points 3.4 to 3.6 are a summary of the responses received during the consultation. The full set of consultation responses received, and the local authority response, is available on the Council website.

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

- 4.1 An EIA screening form has been completed with the agreed outcome that a full EIA report was required. The full EIA report is attached in Appendix B. It is important to note that the EIA report contains further details and an action plan, which is still in development.
- 4.2 The proposal was found to be relevant to children/young people, adults, disability, pregnancy and maternity, race, religion, Welsh language, poverty/social exclusion and carers.
- 4.3 *Children/Young People* – Attendance at school is essential to improve children’s educational prospects and to avoid putting them at risk of criminal or anti-social behaviour. The penalty notices will act as a deterrent to unauthorised absence.
- 4.4 *Any other age group (18+)* – Under section 7 of the Education Act 1996 the parent/carer is responsible for ensuring that their child of compulsory school age receives efficient full-time education. Unauthorised absence can lead to a penalty notice that will impact financially on the family.
- 4.5 *Disability* – any absence due to medical reasons/disability will not be marked as unauthorised as long as the parents have made this clear to the school. Once the written warning of a penalty notice has been sent by the Local Authority, parents/carers have 15 school days to respond and provide any evidence, including medical evidence, to argue that the penalty notice should not be issued.
- 4.6 *Pregnancy/Maternity* – any absence due to pregnancy/maternity will be authorised when supported by medical evidence.
- 4.7 *Race* – according to national statistics (<http://wales.gov.uk/statistics-and-research/absenteeism-pupil-characteristics/?lang=en>) Gypsy and Traveller pupils have a higher rate of absenteeism than any other group. Whilst the possibility of a penalty notice might act as a deterrent, this group could have a higher number of notices issued.
- 4.8 *Religion* – Attendance codes allow for religious observance which would mean that this was an authorised absence.

- 4.9 *Welsh Language* – Penalty notices will be issued bilingually in all schools. Penalty notices will act as a deterrent to unauthorised absences in all our schools.
- 4.10 *Carers* – The local authority does not hold information on how many pupils are carers. It is possible that those with carer responsibilities might find it more difficult to provide evidence of authorised absence. Once identified, the EWOs will monitor the relevant pupils and will not pursue Penalty Notices unless we can ensure/prove that the parents are condoning unnecessary unauthorised absences.

## **5.0 Financial Implications**

- 5.1 The introduction of this scheme if approved allows any potential fine income to be offset against costs incurred in bringing proceedings. Any fee income is likely to be marginal and incidental to the costs of proceedings and incidental to the policy intention of enforcing responsibility for ensuring appropriate school attendance but in the unlikely case of surplus income being generated this will have to be remitted back to Welsh Government. The use of penalty notices as a tool will be incorporated within the existing work and powers of the Education Welfare Officers.

## **6.0 Legal Implications**

- 6.1 The Education (Penalty Notices) (Wales) Regulations 2013 (the regulations) sets out the detail for the operation of penalty notices which can be issued to parents/carers as an alternative to prosecution under s444 of the Education Act 1996, to ensure regular attendance of a pupil at school, where an absence has not been authorised.
- 6.2 Under s437 of the Education Act 1996 Local Authorities have a duty to ensure that a child for whom they are responsible is receiving a suitable education, either by regular attendance at school or otherwise.
- 6.3 Local Authorities are responsible for administering penalty notices and it is a requirement of the Regulations that each Local Authority is responsible for implementing a Code of Conduct after consultation with governing bodies, Headteachers and the Chief Officer of police for a police area which includes all or part of the area of the local authority. The Code of Conduct should ensure that the power to issue a fixed penalty notice is applied consistently.

**Background Papers:** The Education (Penalty Notices) (Wales) Regulations 2013. Welsh Government Guidance 116/2013 - Penalty Notices for regular non- attendance at school.

**Appendices:** Appendix A: Draft Code of Conduct for Penalty Notices.  
Appendix B: Equality Impact Assessment



# **Code of Conduct for Penalty Notices**

## **Irregular Attendance at School/ Alternative Education Provision**

## Legal Basis and Rationale

The Welsh Government (WG) Education (Penalty Notice)(Wales) Regulations 2013 states that Local Authorities (LAs) are required by law to adhere to the Education Act 1996 section 444 to include penalty notices as one of the interventions to promote better school attendance. This means that “due regard must be given to the guidance and there is an expectation that it will be followed unless there is good reason to depart from it” (Guidance Doc 2013 p3).

Regular and punctual attendance of pupils at school and alternative provisions is both a legal requirement and essential for pupils to maximise the educational opportunities available to them. In law, an offence occurs if a parent / carer fails to secure their child’s regular attendance at school / alternative provision and that absence is not authorised by the school.

Sections 444A and 444B of the Education Act 1996 provide that certain cases of unauthorised absence can be dealt with by way of a penalty notice. A penalty notice is a fine of up to £120 and may be issued to a parent / carer as a result of a child’s regular non attendance at school / education provision.

The LAs within ERW, the South West Consortium being, Powys, Ceredigion, Pembrokeshire, Swansea, Carmarthenshire and Neath Port Talbot have the prime responsibility for developing the protocol within which all partners named in the Education (Penalty Notices) (Wales) Regulations 2013 will operate and each LA will deliver this responsibility. Headteachers, including their authorised deputy and assistant head teachers and the police are able to request a penalty notice in relation to parent/carer of children who have unauthorised absence from school / alternative education provision. The issuing of penalty notices must comply with all the requirements of the Human Rights Act and all Equal Opportunities legislation.

The LAs within ERW will continue to investigate cases of irregular attendance from school / alternative education provision and follow appropriate casework, and will instigate legal action if appropriate. However, penalty notices offer a means of swift intervention which all ERW LAs may use to deal with issues of regular non attendance before they become entrenched. The issuing of penalty notices will be based on clear threshold criteria which will be applied consistently and equitably across ERW. All persons authorised to issue (and request the issuing) of a penalty notice must comply with the guidance set out in this code of conduct.

## **Inclusion and equality issues**

The LAs within ERW are committed to the continual raising of achievement of all their pupils. There is an expectation that all its pupils, regardless of their individual circumstances or needs, are able to secure their entitlement to high quality teaching and learning. Regular attendance is therefore critical if all our pupils are to be successful and benefit from the opportunities presented to them. Regular attendance and punctuality are essential to allow children to achieve their full potential during term time at school. Regular attendance also ensures that children are safe and lessens the opportunities to become involved in truancing and associated anti-social activities.

Parents / carers and pupils are supported at a school / alternative education provision level to overcome barriers to regular attendance and through a wide range of assessment and intervention strategies. Sanctions of any nature are for use only where parental cooperation in this process is either absent or deemed insufficient to resolve the presenting problem. This additional sanction is a means of enforcing attendance where there is a reasonable expectation that its use will secure an improvement.

## **Policy and Publicity**

In order to ensure parents and carers are fully aware of the penalty notice legislation, it is expected that all schools, with the support of their governing body, clearly outline penalty notice information in their attendance policy and provide information to parents in writing at the beginning of each academic year (Appendix 1).

The definition of parent/carer as set out in section 576 of the Education Act 1996 is the person with whom the child lives irrespective of what their relationship is with the child ("Parents" and "Parental Responsibility", Welsh Government, 2007).

## **Legal practicalities**

- A penalty notice is £60 if paid within 28 days of receipt of the notice;
- this rises to £120 if paid after 28 days but within 42 days of receipt;
- if the penalty is not paid in full by the end of the 42 days the local authority must either prosecute for the offence or withdraw the notice.

The prosecution proceedings will be for the offence of failing to secure the child's regular attendance at school and not for non-payment of the penalty fine. The prosecution will be brought under section 444 of the Education Act 1996.

Withdrawal of the notice can only take place in limited circumstances as set out in this code of conduct.

### **The Issue of a penalty notice**

In order to avoid the issuing of duplicate penalty notices the management and processing arrangements in ERW will remain the sole responsibility of each LA. An authorised officer will have the discretion to decide whether to issue a penalty notice to one or more parents / carers of a child. The specific circumstances in each individual case will be the determining factor.

Each LA will work in consultation and partnership with schools and local police officers to ensure that:

- the child has to be registered as a pupil at the school at which the headteacher or his/her authorised deputy or assistant head teacher is making the request for the penalty notice;
- a penalty notice can only be issued in cases of unauthorised absence; notices should only be issued for offences where the LA is able and willing to prosecute. The LA should be satisfied that there is sufficient evidence to show the parent / carer has committed an offence under section 444(1)/(1A) of the Education Act 1996;
- the use of penalty notices will be restricted to the maximum of three notices per parent of a pupil in a rolling 12 month period;
- penalty notices may be issued for more than one child in cases where there is more than one poorly attending pupil in a family;
- there will be no restriction on the number of times a parent may receive a formal warning of a possible penalty notice;
- if the recipient of a penalty notice moves to another LA area in Wales then the penalty notice moves with them;
- penalty notices cannot be issued if legal proceedings against the parent/carer under section 444 of the Education Act 1996 have commenced or are contemplated at the time of request (Regulations section 14 (b)).

### **Circumstances for issuing a penalty notice**

The key criteria should be as follows:

- when a pupil has a minimum of 10 sessions (five school days) that have been lost due to unauthorised absences during the current term and this brings the overall school attendance to below 90% in the school year to date (these absences do not have to be consecutive);

- unauthorised absences of at least 10 sessions (5 school days) due to holidays in term-time if the absences take the overall school attendance to below 90% in the school year to date (these absences do not have to be consecutive);
- persistent late arrival at school i.e. after the register has closed ( 'U' code as in the Codes Guidance Document 2010). Persistent for the purpose of this document means at least 10 sessions of late arrival within a term; these do not need to be consecutive but should bring the overall school attendance to under 90% in the school year to date;

It should be noted that penalty notices will only be issued by post and never as an instant action, e.g. during a Truancy Sweep. This will enable officers to ensure that all evidential requirements are in place and will limit the health and safety risks to individuals.

### **School application for issuing a penalty notice**

Where a school has identified that a period of unauthorised absence has occurred, a request to the LA for a penalty notice can be submitted. Each headteacher can, on an annual basis, authorise their nominated deputy or assistant Head Teacher to request for penalty notices (Appendix 2).

The school paperwork should comprise of:

- confirmation that information was sent to all parents at the start of the academic year which clearly states that parents may receive a penalty notice;
- if referring to a holiday in term-time, then a copy of the ERW holiday request form;
- a copy of the pupil's registration document;
- completion of the penalty notice request form (Appendix 3).

A penalty notice will not be issued in respect of Looked After Children (LAC) who are subject to on-going LA intervention.

### **Parental request for holidays in term time (unauthorised by school)**

Where the penalty notice is requested from a school in response to a parental request for unauthorised absence (holiday related unauthorised absence), the formal warning letter and 15 day improvement period will not apply.

The LA will only consider issuing penalty notices requested by a school in response to a parental request for unauthorised absence where the school has provided the necessary paperwork. This paperwork should comprise of:

- a copy of the information sent to all parents during the current academic year which clearly states that parents may receive a penalty notice;
- a copy of the ERW holiday request form submitted by parent, together with a copy of the school's response declining the request;
- relevant pupil attendance or registration certificate;
- completed penalty notice request form (Appendix 3).

### **Procedure for issuing a penalty notice**

The LA will respond to all requests to issue penalty notices within ten school days of receipt and where it is satisfied that all relevant information has been supplied and that the initiation of the penalty notice is appropriate (Appendix 4). Each LA within ERW has the prime responsibility for developing the protocol within which all partners named in the Education (Penalty Notices (Wales) Regulations 2013 will operate and each LA will deliver this LA responsibility. Requests can be generated by a headteacher, their nominated deputies, the police and neighbouring local authorities. The LA must ensure that issuing a penalty notice would not conflict with another legal intervention strategy contemplated or commenced under the Education Act 444(1) or 444(1A).

The procedure is as follows:

- LA receive a request for a penalty notice and relevant checks will be made (Appendix 3);
- LA to send a formal written warning to the parent/carer notifying them that they may receive a penalty notice. Absences that occur due to holidays in term-time will not receive a warning (Appendix 5).
- LA set a period of 15 school days to allow the parent/carer to respond. During the fifteen days, parents/carers would have the right to provide any evidence they may wish to present to the school, including medical evidence, to argue that the penalty notice should not be issued.
- It will be for the head-teacher/nominated person to determine whether the evidence is accepted and the register amended.

For example, if the absences are supported by medical evidence then the registers may have to be corrected using the appropriate code. In such cases the penalty notice may not be issued by the Local Authority.

- If evidence is not provided or the head-teacher/nominated person does not accept the absences then a penalty notice can be issued by the LA by first class post (Appendix 6);

- if the payment is made there will be no further action;
- If payment is not made then the case will either be withdrawn or result in prosecution under Education Act 1996 section 444.

### **Payment of a penalty notice**

- Arrangements for payment will be detailed on the penalty notice.
- Once paid the parent/carer's liability for the period in question is discharged and they cannot then be subsequently prosecuted under other enforcement powers (section 444 of the Education Act 1996) for the same period covered by the notice.
- The LA will retain the revenue from penalty notices to cover enforcement costs. However, any surplus must be surrendered to the Welsh Consolidated Fund.
- There is no facility for payment by instalment

### **Non-Payment of a penalty notice**

Non-payment of a penalty notice may result in a prosecution under Section 444 of the Education Act 1996.

### **Withdrawal of a penalty notice**

There is no statutory right of appeal against issuing of a penalty notice, but where a parent contests the issuing of a penalty notice they can submit any complaints to the LA and/or opt to face proceedings in the Magistrates' Court under section 444 of the Education Act 1996 where all of the issues relating to their penalty notice can be fully debated.

Once issued, a penalty notice can only be withdrawn if the LA is satisfied that:

- the penalty notice was issued to the wrong person;
- the penalty notice ought not to have been issued, i.e. where it has been issued outside of the terms of this Code of Conduct or no offence has been committed;
- the circumstances of the case warrant its withdrawal;
- the notice contains material errors.

Where a penalty notice has been withdrawn in accordance with the above, notification of the withdrawal will be given to the recipient of the notice and any amount paid will be repaid to the person who paid it. No proceedings will continue or be instituted against the recipient of the notice for the offence in connection with which the withdrawn notice was issued, or for an offence under sections 444(1)/444(1A) of the Education Act 1996 for the offence arising out of the same circumstances.

### **Annual review and reporting**

The LA will evaluate the effectiveness of penalty notices every year and amend its general enforcement strategy as appropriate. This report will be made available to the head of service.

### **How to get further information**

Further information on the operation of this Code of Conduct and Penalty notices within the City and County of Swansea is available from the Education Department.

### **Appendices**

- Appendix 1: School letter
- Appendix 2: Headteachers authorisation form.
- Appendix 3: Penalty notice request form
- Appendix 4: LA checklist
- Appendix 5: Warning notice.
- Appendix 6: Penalty notice letter

### **References**

The Children Act 1989 - the definition of “parent”;  
“Parents” and “Parental Responsibility” (Welsh Government 2007) The Education Act 1996 – section 444;  
The Education (Penalty notices) (Wales) Regulations 2013;  
United Nations Convention on the Right of the Child (the right to an education Article 28).

## **Penalty Notices**

This letter alerts you to the introduction of penalty notices for unauthorised absences from school from January 2014.

The local authority believe that any absence from school, for whatever reason, is detrimental to a child's long term life opportunities, so should be avoided if at all possible. Reducing absence from school is a key priority, both nationally and locally, because missing school damages a pupil's attainment levels, disrupts school routines and can leave a pupil vulnerable to anti-social behaviour and youth crime.

A penalty notice is an alternative to prosecution with the aim of seeking to secure an improvement in the pupil's attendance.

A penalty notice can be requested by the school, the police or from within the local authority's Education Welfare Service in relation to unauthorised non-attendance at school. If a reason for absence is provided by the parent/carer, then it is the headteacher's decision to accept, or not accept this, and ensure that the register is marked appropriately.

If a notice has been requested, the parent/carer will receive a warning letter that gives them 15 days to provide evidence to the local authority that the unauthorised absences are not justified and that the register should be amended. If the unauthorised absences are due to taking a holiday in school time then a warning will not be issued. Please note that there is no limit to the number of formal warnings which can be issued

If evidence is not provided or evidence not accepted by the school then the penalty notice will be issued. Payment of £60 will be due in the first instance which will rise to £120 if not paid promptly. If the penalty is not paid then the local authority will consider issuing prosecution proceedings against parent(s) for the original offence, which is 'failure to ensure regular attendance at school of the registered pupil' under Section 444 of the Education Act 1996.

Please remember that if there are reasons why your child is missing school then you can seek support and guidance from staff at your child's school. Please do ask before the non-attendance becomes an issue.



## Education Department

To be completed at the start of each academic year.

I, \_\_\_\_\_, Head teacher of  
\_\_\_\_\_ School, hereby authorise:-

\_\_\_\_\_  
Deputy/ Assistant Head teacher [delete as appropriate] at the above mentioned school to request Penalty Notices.

- in accordance with the **EDUCATION ACT 1996 (SECTION 444 (1) and/or (1A) / THE EDUCATION (PENALTY NOTICES) (WALES) REGULATIONS 2013 / City & County of Swansea Local Code of Conduct, Education Penalty Notices.**

Signed: \_\_\_\_\_

Name Printed: \_\_\_\_\_

Date: \_\_\_\_\_



**PENALTY NOTICE REQUEST  
THE EDUCATION (PENALTY NOTICE) (WALES) REGULATIONS 2013**

I request that the Local Authority (Education Welfare Service) consider issuing a Penalty Notice to the person named below as parent(s)/day to day carer\* for the following pupil. This request is made in accordance with ERW's Code of Conduct and using the following criteria:

- When a pupil has a minimum of 10 sessions (five school days) that have been lost due to unauthorised absences during the current term and this brings the overall pupil attendance to below 90% in the school year to date. (These absences do not have to be consecutive)
- Unauthorised absences of at least 10 sessions (5 school days) due to holidays in term-time if the absences take the overall pupil attendance to below 90% in the school year to date. (These absences do not have to be consecutive)
- Persistent late arrival at school i.e. after the register has closed 'U' code as in the Codes Guidance Document 2010. Persistent for the purpose of this document means at least 10 sessions of late arrival within a term; these do not need to be consecutive and brings the overall pupil attendance to under 90% in the school year to date.

The period in which the offence was committed: \_\_\_\_\_ to \_\_\_\_\_

Attendance at point of request: \_\_\_\_\_ % (not including authorised absences).

**Pupil Details**

Name of Pupil \_\_\_\_\_ DOB \_\_\_\_\_ Year \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Parent/Carer1 Full name \_\_\_\_\_

Address if different from above: \_\_\_\_\_

\_\_\_\_\_

Parent/Carer 2 Full name \_\_\_\_\_

Address if different from above: \_\_\_\_\_

\_\_\_\_\_

*(A "parent", in relation to a child or young person, includes any person who is not a parent of the child but who has parental responsibility for him or her, or who has day to day care of the child).*

Briefly outline the actions school has taken to resolve the attendance concern.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Please indicate if the family is known to other services, e.g. Children's Services, YOS, CAMHS or Team Around the Family (TAF) etc.

\_\_\_\_\_

Are there any known circumstances to consider e.g. SEN, parental mental health, bereavement, domestic violence, young carer responsibilities?

Yes  No

If yes, please give full details: \_\_\_\_\_

\_\_\_\_\_

**Attachments required**

- Registration certificate
- Parental request for unauthorised absence due to holidays

**Head Teacher Declaration**

- I certify that the governing body of this school has reviewed it's attendance policy and agreed that requests be made to the Local Authority to issue Penalty Notices in accordance with the Local Authority Code of Conduct;
- I confirm that such action would not conflict with other intervention strategies in place or other enforcement measures being processed;
- To the best of my knowledge there are no exceptional circumstances to consider in making this request.

Signed \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_ School



**PENALTY NOTICE REQUEST  
EWS UNAUTHORISED ABSENCE CHECKLIST**

Date Penalty Notice Request received: \_\_\_\_\_

Pupil Name \_\_\_\_\_

School \_\_\_\_\_ Named person requesting PN \_\_\_\_\_

**Name of the person with**

Day to day care (1) \_\_\_\_\_

Day to Day Carer (2) \_\_\_\_\_

To satisfy the criteria:

1. Has the person named above previously received a Penalty Notice?

Day to day carer (1)            Yes     No     Date issued: \_\_\_\_\_

Day to day carer (2)            Yes     No     Date issued: \_\_\_\_\_

2. What is the pupil's attendance in the 12 months prior to the last unauthorised absence : \_\_\_\_\_% ( not including authorised absences)

3. What interventions/offers of support been actioned by school to avoid this request (include an outline of parental engagement):

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4. Is the case open to the Education Welfare Service:

Yes  Name of EWO: \_\_\_\_\_ No

If "yes" briefly outline of case and actions to date:

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5. Has there been:

- When a pupil has a minimum of 10 sessions (five school days) that have been lost due to unauthorised absences during the current term and this brings the overall pupil attendance to below 90% in the school year to date. (These absences do not have to be consecutive)
  
- Unauthorised absences of at least 10 sessions (5 school days) due to holidays in term-time if the absences take the overall pupil attendance to below 90% in the school year to date. (These absences do not have to be consecutive)
  - Has an ERW parental request for unauthorised absence for holiday form been submitted by parent Yes  No
  
- Persistent late arrival at school i.e. after the register has closed 'U' code as in the Codes Guidance Document 2010. Persistent for the purpose of this document means at least 10 sessions of late arrival within a term; these do not need to be consecutive and brings the overall pupil attendance to under 90% in the school year to date.

**Legal Action:**

10. Has this parent/carer been prosecuted in the last 12 months  Date: \_\_\_\_\_

Outcome: \_\_\_\_\_

Has a pre-warning been issued YES  Date..... NO

Has an Official Warning been issued: YES  Date..... NO

**EWS PN Actions:**

Has an appropriate referral been made:

YES  Date: \_\_\_\_\_

NO  Date and reason why not accepted. \_\_\_\_\_

Date warning letter issued (not for term-time holidays): \_\_\_\_\_

Review date (15 days after warning issued): \_\_\_\_\_

Date Notice issued: \_\_\_\_\_ **NOTICE REF NO:** \_\_\_\_\_

Date at 28 days: \_\_\_\_\_

Date at end of Notice: \_\_\_\_\_

Was notice paid: YES  Close case.  
NO  See PEWO/SEWO regarding prosecution options.

Any additional information relevant to this case;

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Pupils attendance at the end of the academic year:

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**EDUCATION ACT 1996 (SECTION 444 (1) AND (1A))  
THE EDUCATION (PENALTY NOTICES) (WALES) REGULATIONS 2013  
WARNING NOTICE**

Dear Mr/Mrs/Ms

I am writing to advise you that a request has been made that you be issued with a Penalty Notice in accordance with the above regulation.

In accordance with ERW Consortium's Code of Conduct, Penalty Notices are considered in the following circumstances:

- § When a pupil has a minimum of 10 sessions (five school days) that have been lost due to unauthorised absence during the current term and this brings the overall pupil attendance to below 90% in the school year to date. These do not need to be consecutive absences.
- § Where unauthorised absence of at least 10 sessions (5 school days) due to holidays in term-time if the absences take the overall pupil attendance to below 90% in the school year to date. These do not need to be consecutive absences.
- § Persistent late arrival at school i.e. after the registration has closed and marked as 'U' code as stated in the WG codes Guidance 2010. Persistent lateness for the purposes of this document consists of at least 10 days late arrival within a term; these do not have to be consecutive but should bring the overall pupil attendance to under 90% in the current year to date.

You are hereby requested to provide any evidence necessary to explain the reason for the unauthorised absences to the school within 15 days. It will be for the head-teacher/nominated person to determine whether the evidence is accepted and the register amended. For example, if the absences are supported by medical evidence then the registers may be corrected using the appropriate code. In such cases the penalty notice will not be issued by the Local Authority.

If evidence is not provided, or the head-teacher/nominated person does not accept the evidence and change the register to remove the unauthorised absences, then a penalty notice will be issued by the Local Authority.

Any evidence you wish to submit must be received within 15 days of the date of this letter and should be sent to your child/rens school.

Should you wish to discuss this warning notice please do not hesitate to contact me.

Yours sincerely,

<NAME>

**Principal Education Welfare Officer**

**PN** <number>



## **PENALTY NOTICE**

**EDUCATION ACT 1996 - SECTION 444  
THE EDUCATION (PENALTY NOTICES) (WALES) REGULATIONS 2013  
City & County of Swansea, Local Code of Conduct, for Penalty Notices for  
Irregular School Attendance**

### **Part 1**

If a child of compulsory school age who is a registered pupil at a school fails to attend regularly at the school / alternative provision or fails to attend regularly, the child's parent/carer is guilty of an offence under Section 444A of the Education Act 1996.

Title: \_\_\_\_\_

Forenames: \_\_\_\_\_

\_\_\_\_\_

Name of Child: \_\_\_\_\_

Of (address); \_\_\_\_\_

---

Postcode: \_\_\_\_\_

You are the parent/carer of \_\_\_\_\_ of  
\_\_\_\_\_ (address) who is a registered pupil at (name of  
School / Alternative Education Provision) \_\_\_\_\_  
and is failing to attend school regularly in that:-

Between the 1<sup>st</sup> day of unauthorised absence (date) \_\_\_\_\_ to the last day of  
absence (date) \_\_\_\_\_ the pupil failed to attend regularly at the school

which brought your child's overall pupil attendance to below 90% due to unauthorised absences

This Notice gives you the opportunity to pay a penalty instead of being prosecuted for the offence stipulated above. Payment of £60 is to be made within 28 days of this notice. If you pay this penalty within the time limits set out below you will discharge your liability for the offence and no further action will be taken against you in connection with this offence as set out in this Notice.

- Payment should be made within 28 days i.e. by XXXX date
- If paid after 28 days but within 42 days i.e. by XXXX date the penalty is doubled to £120.

Payment should be made to City & County of Swansea. Payment can be made by Telephone by credit or debit card. Please call cashiers desk on 01792 635809.

Cheques or postal orders can be made payable to the City & County of Swansea and sent to Civic Centre, Oystermouth Road, Swansea. SA1 3SN along with part 2 of this notice or with the FPN number clearly printed on the back of the cheque.

Alternatively payment can be made in person at the Civic Centre Cash desk, the Civic Centre Contact Centre or at any local housing office, except Gorseinon. It is essential to bring your fixed penalty notice with you when making payment.

If payment is not received by <date specified> (42 days from the date of receipt), you may be prosecuted for the offence and therefore be subject to a fine of up to £1000 under section 444(1) and £2,500 under section 444(1A) or up to three months in prison.

Late payments will not be accepted and no payment by instalments.

### **Withdrawal**

This Notice may only be withdrawn by the Local Authority if the Education Welfare Service are satisfied that:-

1. The Penalty Notice was issued to the wrong person;
2. The Penalty Notice ought not to have been issued, i.e. where it had been issued outside the terms of this Code of Conduct (or no offence has been committed); or the circumstances of the case warrant its withdrawal.
3. If you believe that the notice was wrongly issued you must contact XXXXXXXXXXXX as soon as possible to ask for it to be withdrawn, stating why you believe the notice to have been incorrectly issued. The City & County of Swansea will review and decide whether the notice is withdrawn. If the notice is not withdrawn and you do not pay, you will be liable for prosecution for the offence.

This notice is issued by [Name and official particulars].

Signed: \_\_\_\_\_

Designation: \_\_\_\_\_  
Date of issue \_\_\_\_\_

**Part 2 – PN <number>**

If posting a cheque or postal order, please complete the following and return this notice with your payment to City & County of Swansea:  
Civic Centre cash desk, Oystermouth Road, Swansea. SA1 3SN.

Name: \_\_\_\_\_  
Address \_\_\_\_\_

I attach payment in the sum of £<sum of>

Signed \_\_\_\_\_ Date \_\_\_\_\_

**Contact details**

If you have any queries about this notice please contact:

Education Welfare Service  
(Address here)  
XXXXX

## Equality Impact Assessment (EIA) Report

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to Equality and Diversity.

**Please refer to the ‘Equality Impact Assessment Guidance’ while completing this form. If you would like further guidance please contact the Access to Services Team (see Guidance for details).**

<b>Where do you work?</b>
Service Area: Education Inclusion
Directorate: People

**(a) This EIA is being completed for a...**

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**(b) Please name and describe below...**

### Code of Conduct for Penalty Notices

The Education (Penalty Notice) (Wales) Regulations 2013 and the use of Fixed Penalty Notices for non school attendance came into force from 2nd September 2013. Local Authorities are required to consult on and have a code of conduct in place by the end of the 2013/14 academic year. Administration systems must be in place for them to operate from September 2014.

Schools will be expected to update appropriate attendance policies for the 2014/15 academic year. The ERW consortium has developed a joint code of conduct to provide clear cross border practices and a consistent approach. This draft has been submitted and approved by Welsh Government.

**(c) It was initially screened for relevance to Equality and Diversity on 10/11/2014**

**(d) It was found to be relevant to...**

Children/young people (0-18).....	<input checked="" type="checkbox"/>	Religion or (non-)belief.....	<input checked="" type="checkbox"/>
Any other age group (18+) .....	<input checked="" type="checkbox"/>	Sex.....	<input checked="" type="checkbox"/>
Disability.....	<input checked="" type="checkbox"/>	Sexual orientation .....	<input type="checkbox"/>
Gender reassignment.....	<input type="checkbox"/>	Welsh language .....	<input checked="" type="checkbox"/>
Marriage & civil partnership.....	<input type="checkbox"/>	Poverty/social exclusion.....	<input checked="" type="checkbox"/>
Pregnancy and maternity .....	<input checked="" type="checkbox"/>	Carers (inc. young carers) .....	<input checked="" type="checkbox"/>

Race.....

Community cohesion .....

**(e) Lead Officer  
Service**

**Name:** Phil Monaghan

**Job title:** Principal Educational Psychologist

**Date:** 01 12 14

**(f) Approved by Head of**

**Name:** Robin Brown

**Date:** 01 12 14

## **Section 1 – Aims (See guidance):**

**Briefly describe the aims of the function, service, policy, procedure, strategy, plan, proposal or project:**

### **What are the aims?**

The Welsh Government (WG) Education (Penalty Notice)(Wales) Regulations 2013 states that Local Authorities (LAs) are required by law to adhere to the Education Act 1996 section 444 to include penalty notices as one of the interventions to promote better school attendance. This means that “due regard must be given to the guidance and there is an expectation that it will be followed unless there is good reason to depart from it” (Guidance Doc 2013 p3).

Regular and punctual attendance of pupils at school and alternative provisions is both a legal requirement and essential for pupils to maximise the educational opportunities available to them. In law, an offence occurs if a parent / carer fails to secure their child’s regular attendance at school / alternative provision and that absence is not authorised by the school.

Sections 444A and 444B of the Education Act 1996 provide that certain cases of unauthorised absence can be dealt with by way of a penalty notice. A penalty notice is a fine of up to £120 and may be issued to a parent / carer as a result of a child’s regular non attendance at school / education provision.

The LAs within ERW, the South West and Mid Wales Consortium being, Powys, Ceredigion, Pembrokeshire, Swansea, Carmarthenshire and Neath Port Talbot have the prime responsibility for developing the protocol within which all partners named in the Education (Penalty Notices) (Wales) Regulations 2013 will operate and each LA will deliver this responsibility. Headteachers, including their authorised deputy and assistant head teachers and the police are able to request a penalty notice in relation to parent/carers of children who have unauthorised absence from school / alternative education provision. The issuing of penalty notices must comply with all the requirements of the Human Rights Act and all Equal Opportunities legislation.

The LAs within ERW will continue to investigate cases of irregular attendance from school / alternative education provision and follow appropriate casework, and will instigate legal action if appropriate. However, penalty notices offer a means of swift intervention which all ERW LAs may use to deal with issues of regular non attendance before they become entrenched. The issuing of penalty notices will be based on clear threshold criteria which will be applied consistently and equitably across ERW. All persons authorised to issue (and request the issuing) of a penalty notice must comply with the guidance set out in this code of conduct.

### **Who has responsibility?**

Welsh Government  
ERW – Regional Consortium  
Local Authorities  
Cabinet  
Chief Education Officer  
Head of Education Inclusion  
Senior Education Psychologist  
Education Welfare Officer  
Headteachers  
South Wales Police

**Who are the stakeholders?**

Pupils  
Parents/Guardians  
Headteachers  
Teachers  
School Staff  
Governing Bodies  
Police

**Section 2 - Information about Service Users(See guidance):**

**Please tick what information you know about your service users and provide details/ evidence of how this information is collected.**

- |                                   |                                     |                                  |                                     |
|-----------------------------------|-------------------------------------|----------------------------------|-------------------------------------|
| Children/young people (0-18)..... | <input checked="" type="checkbox"/> | Carers (inc. young carers) ..... | <input checked="" type="checkbox"/> |
| Any other age group (18+) .....   | <input type="checkbox"/>            | Race .....                       | <input checked="" type="checkbox"/> |
| Disability.....                   | <input checked="" type="checkbox"/> | Religion or (non-)belief.....    | <input checked="" type="checkbox"/> |
| Gender reassignment.....          | <input type="checkbox"/>            | Sex.....                         | <input checked="" type="checkbox"/> |
| Marriage & civil partnership..... | <input type="checkbox"/>            | Sexual orientation .....         | <input type="checkbox"/>            |
| Pregnancy and maternity .....     | <input checked="" type="checkbox"/> | Welsh language .....             | <input checked="" type="checkbox"/> |

**What information do you know about your service users and how is this information collected?**

See below

## Free School Meals

Number claiming FSM Y1-Y11 Only			Total Y1-Y11 on Roll			Percentage claiming FSM Y1-Y11 Only			Three Year Averages		
2012	2013	2014	2012	2013	2014	2012	2013	2014	2010-12	2011-13	2012-14
5716	5696	5497	27344	27486	27612	20.9%	20.7%	19.9%	20.6%	21.0%	20.5%

## Special Educational Needs

Total on roll			School Action			School Action Plus			Statemented			Percentage with SEN		
2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
34969	35101	35313	4920	4552	4978	2290	2407	2357	1434	1380	1410	24.7%	23.8%	24.8%

## EAL Stage of English Acquisition Summary

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		Stages								
		Non-EAL	A	B	C	D	E	EAL Total	%A-D	%A-E
<b>Totals</b>		<b>31854</b>	<b>660</b>	<b>823</b>	<b>766</b>	<b>530</b>	<b>513</b>	<b>3292</b>	<b>7.9%</b>	<b>9.4%</b>

## Ethnic Background

<i>Ethnic background</i>	<b>Total</b>
<i>Asian</i>	<b>3.5%</b>
<i>Black</i>	<b>0.7%</b>
<i>Chinese</i>	<b>0.2%</b>
<i>Mixed</i>	<b>2.9%</b>
<i>Other</i>	<b>2.1%</b>
<i>White other</i>	<b>2.6%</b>
<b>White British</b>	<b>88.1%</b>
<b>Not White British*</b>	<b>11.9%</b>

\*excluding unknowns

<i>Unknown</i>	<b>0.4%</b>
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## Welsh Index of Multiple Deprivation

**Percentage of total pupils on roll living in areas classed in WIMD as being in the most deprived 30% of all areas**

Source: PLASC each January and WIMD 2008/2011

School	Using WIMD 2011		
	2011-2012	2012-2013	2013-2014
Birchgrove Comp	43.6	42.2	42.3
Birchgrove Primary	35.8	36.6	36.3
Bishop Gore	44.1	45.8	46.2
Bishop Vaughan	52.9	53.7	54.6
Bishopston Comp	3.9	3.9	4.4
Bishopston Primary	2.3	3.7	4.5
Blaenymaes	96.3	92.1	94.6
Brynhyfryd Infants	50.8	52.7	51.0
Brynhyfryd Junior	47.6	51.2	50.0
Brynmill	13.6	14.2	14.3
Burlais	29.8	30.5	31.4
Cadle	72.9	73.2	71.4
Casllwchwr	1.4	3.1	2.8
Cefn Hengoed	74.8	75.1	75.2
Christchurch	61.7	64.8	60.9
Cila	2.1	0.7	1.4
Clase	87.4	86.3	87.7
Clwyd	91.6	93.6	92.4
Clydach	44.6	39.9	38.6
Craigcefnparc	6.0	6.5	4.8
Craigfelen	85.3	88.4	82.1
Crug Glas	34.8	35.4	38.3
Crwys	2.2	2.2	1.1
Cwmglas	69.6	68.1	68.7
Cwmrhydyceirw	30.2	29.9	29.4
Danygraig	66.7	66.7	65.9
Dunvant Primary	2.8	2.6	1.9
Dylan Thomas	78.8	78.3	79.2
Gendros	46.2	45.6	49.2
Glais	7.8	7.1	7.5
Glyncollen	6.7	6.4	7.2
Gors Primary	72.0	67.2	71.1
Gorseinon	14.1	12.6	12.3
Gowerton	22.6	22.9	23.2
Gowerton Primary	6.4	6.8	8.1
Grange	9.3	9.6	15.3
Gwyrosydd Primary	70.2	70.7	70.7
Hafod	94.6	92.1	93.2
Hendrefoilan	3.1	3.9	2.9
Knelston	0.0	0.0	0.0
Llangyfelach	12.2	9.8	12.8
Llanrhidian	0.8	0.9	0.8
Mayals	21.2	24.1	25.2
Morryston Comp	42.6	42.9	43.1

Morrison Primary	82.5	80.8	74.8
Newton	0.4	0.4	0.0
Olchfa	12.3	12.0	12.0
Oystermouth	1.3	2.5	2.0
Parkland	22.6	23.5	24.5
Pen Y Fro	2.4	2.6	2.5
Penclawdd	0.6	1.2	1.1
Pengelli	3.5	5.0	1.3
Penllergaer	32.5	32.4	32.8
Pennard	0.0	0.0	0.0
Pentrechwyth	98.3	100.0	100.0
Pentrehafod	59.7	59.2	58.0
Pentre'r Graig	54.7	52.1	52.3
Penybryn	42.1	43.9	49.6
Penyrheol Comp	12.9	12.7	13.6
Penyrheol Primary	31.8	35.1	35.8
Plasmarl	99.2	96.3	95.7
Pontarddulais Comp	16.8	15.9	15.3
Pontarddulais Primary	28.0	27.2	30.1
Pontlliw	1.0	1.5	2.5
Pontybrenin	7.7	8.0	7.0
Portmead	97.6	96.7	94.5
Sea View	96.1	97.9	97.8
Sketty	6.7	5.5	4.3
St David's	16.4	17.4	17.0
St Helen's	43.6	46.0	47.5
St Illtyd's	76.9	77.0	74.5
St Joseph's Clydach	17.3	18.7	17.3
St Joseph's Greenhill	50.4	52.1	50.7
St Thomas	80.8	82.4	83.5
Talcopa	26.8	28.8	33.8
Terrace Road	47.6	44.5	41.4
Townhill	96.4	96.6	96.4
Trallwn	74.3	72.7	69.1
Tre Uchaf	6.0	5.4	5.0
Waun Wen	90.1	89.9	92.7
Wauarllwydd	42.1	44.6	41.0
Whitestone	8.9	10.2	7.5
Y Cwm		80.0	81.6
YG Bryn Tawe	35.3	36.4	32.7
YG Gwyr	14.5	14.3	15.3
YGG Bryniago	10.0	10.6	13.8
YGG Bryn-Y-Mor	18.8	21.8	20.4
YGG Felindre	27.0	24.1	17.0
YGG Gellionnen	34.5	30.8	32.6
YGG Llwynderw	6.9	7.5	6.9
YGG Lonlas	26.2	24.1	24.4
YGG Pontybrenin	14.3	14.7	14.5
YGG Tan-y-Lan	74.2	70.0	65.5
YGG Tirdeunaw	60.4	59.9	61.6
YGG Y Login Fach	37.1	35.5	33.7
Ynystawe	13.4	14.4	14.7

**Any Actions Required?**

**Section 3 - Impact on Protected Characteristics (See guidance):**

**Please consider the possible impact on the different protected characteristics. This could be based on service user information, data, consultation and research or professional experience (e.g. comments and complaints).**

	Positive	Negative	Neutral	Needs further investigation
Children/young people (0-18)	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group (18+)	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh language	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Thinking about your answers above, please explain in detail why this is the case?**

*Children/Young People* – Attendance at school is essential to improve children’s educational prospects and to avoid putting them at risk of criminal or anti-social behaviour. The penalty notices will act as a deterrent to unauthorised absence.

*Any other age group (18+)* – Under section 7 of the Education Act 1996 the parent/carer is responsible for ensuring that their child of compulsory school age receives efficient full-time education. Unauthorised absence can lead to a penalty notice that will impact financially on the family. However, attendance at school is essential to improve children’s educational prospects and to avoid putting them at risk of criminal or anti-social behaviour

*Disability* – any absence due to medical reasons/disability will not be marked as unauthorised as long as the parents have made this clear to the school. Once the written warning of a penalty notice has been sent by the Local Authority, parents/carers have 15 school days to respond and provide any evidence, including medical evidence, to argue that the penalty notice should not be issued.

*Pregnancy/Maternity* – any absence due to pregnancy/maternity will be authorised when supported by medical evidence.

*Race* – according to national statistics (<http://wales.gov.uk/statistics-and-research/absenteeism-pupil-characteristics/?lang=en>) Gypsy and Traveller pupils have a higher rate of absenteeism than any other group. Whilst the possibility of a penalty notice might act as a deterrent, this group could have a higher number of notices issued. The Education Welfare Service works closely with the Traveller Education Service and training on the Penalty Notices will be arranged.

*Religion* – Attendance codes allow for religious observance which would mean that this was an authorised absence.

*Sex* – Penalty notices will act as a deterrent to unauthorised absences for all pupils.

*Sexual orientation* – No data held but penalty notices will act as a deterrent to unauthorised absences for all pupils

*Welsh Language* – Penalty notices will be issued bilingually in all schools. Penalty notices will act as a deterrent to unauthorised absences in all our schools.

*Carers* – The local authority does not hold information on how many pupils are carers. It is possible that those with carer responsibilities might find it more difficult to provide evidence of authorised absence. Once identified, the EWOs will monitor the relevant pupils and will not pursue Penalty Notices unless we can ensure/prove that the parents are condoning unnecessary unauthorised absences.

**What consultation and engagement has been undertaken (e.g. with the public and/or members of protected groups) to support your view? Please provide details below.**

The Welsh Government consulted on Penalty Notices and the finding of their consultation can be found here:

<http://wales.gov.uk/consultations/education/nonattendancepenalty/?lang=en>

Welsh Government guidance required that Local Authorities must all draw up their own Local Codes of Conduct and establish procedures ready for implementation in September 2014 (due to circumstances beyond our control there has been a delay).

A Draft Local Code of Conduct has been produced and has been consulted upon with Headteachers and Governing bodies between 4th November and 28th November 2014.

This consultation is intended to ensure that the Draft Code of Conduct is as robust as possible and that the criteria suggested for the issuing of Penalty Notices will be both reasonable, acceptable and for all schools to operate these criteria consistently.

The policy will be communicated to parents via letter and leaflets. In addition and FAQ section will be created on the Council’s website.

**Any actions required (to mitigate adverse impact or to address identified gaps in knowledge).**

- Consider how young carers can be identified and supported. Link with Social Care

Planning Officer – Carers

- Once identified, the EWOs will monitor the relevant pupils and will not pursue Penalty Notices unless we can ensure/prove that the parents are condoning unnecessary unauthorised absences
- Report the findings of the consultation to the Council's Cabinet
- Communications plan to ensure parents are clear on the criteria before implementation
- Monitor the implementation of the new code to ensure that parents are clear on the criteria
- Provide training to the Traveller Education Service on Penalty Notices

## 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).

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

**(Please see guidance for definitions on the above)**

**Please explain any possible impact on each of the above.**

*Advance equality of opportunity between different groups*

*Elimination of discrimination, harassment and victimisation*

*Reduction of social exclusion and poverty*

When a child attends school on a regular basis, they take an important step towards reaching their full potential, and are given the greatest opportunity to learn new things and develop their skills. Children who miss school can frequently fall behind with their work and do less well in exams.

The more time a child spends around other children, whether in the classroom or as part of a school team or club, the more chance they have of making friends and feeling included, boosting social skills, confidence and self-esteem.

Attendance in schools needs to remain a priority to ensure that children and young people are given the chance to achieve their potential. As well as helping young people achieve their potential, active follow-up of non-attenders is a key element in their protection and helping them to avoid involvement in criminal activity. Pupils not attending school on a regular basis are far more likely to commit crime.

There is a possibility that the penalty notices could have an adverse effect on those living in poverty. Consideration needs to be given to how families who can't pay will be dealt with/supported.

**What work have you already done to improve any of the above?**

The local authority has encouraged Headteachers not to authorise holidays during term time. This has led to improved attendance and improved performance across the majority of our schools over the last academic year.

**Is the initiative likely to impact on Community Cohesion (see the guidance for more information)?**

Improving pupil attendance and performance will lead to improved community cohesion. Young people will be better placed and equipped to play a key role in their communities.

**How will the initiative meet the needs of Welsh speakers and learners?**

All penalty notices will be issued bilingually. Penalty notices will act as a deterrent to unauthorised absences for all pupils in all our schools

**Actions (to mitigate adverse impact or to address identified gaps in knowledge).**

- **Monitor the impact of Penalty Notices on those living in poverty**

## Section 5 - United Nations Convention on the Rights of the Child (UNCRC):

In this section, we need to consider whether the initiative has any direct or indirect impact on children. Many initiatives have an indirect impact on children and you will need to consider whether the impact is positive or negative in relation to both children's rights and their best interests

Click here (*add hyperlink*) to read the UNCRC guidance before completing this section.

**Will the initiative have any impact (direct or indirect) on children and young people? If not, please briefly explain your answer and proceed to Section 6.**

The initiative will have a direct impact on children and young people.

**Is the initiative designed / planned in the best interests of children and young people? Please explain your answer.**

The initiative is designed in the best interest of children as stated in guiding principal Article 3. *Best interests of the child (Article 3): The best interests of children must be the primary concern in making decisions that may affect them. All adults should do what is best for children. When adults make decisions, they should think about how their decisions will affect children. This particularly applies to budget, policy and law makers.*

The initiative is planned to improve pupils' attendance at schools thus giving them the best opportunity of achieving to their full potential. The proposal relates to the following articles:

**Article 3** - All organisations concerned with children should work towards what is best for each child.

**Article 18** - Both parents share responsibility for bringing up their children. We should help parents by providing services to support them.

**Article 28** - Children have a right to an education. Discipline in schools should respect children's human dignity.

**Article 29** - Education should develop each child's personality and talents to the full.

**Article 30** - Children have a right to learn and use the language and customs of their families.

**Actions (to mitigate adverse impact or to address identified gaps in knowledge).**

## Section 6 - Monitoring arrangements:

**Please explain the arrangements in place (or those which will be put in place) to monitor this function, service, policy, procedure, strategy, plan or project:**

**Monitoring arrangements:** The local authority will evaluate the effectiveness of penalty notices every year and amend its general enforcement strategy as appropriate.

The Welsh Government will monitor data collated by local authorities regarding the number of penalty notices issued.

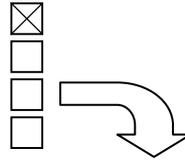
Attendance data will also be monitored.

**Actions:** Collect data on the issuing and impact of penalty notices

## Section 7 – Outcomes:

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to guidance for further information on this section).

- Outcome 1: Continue the initiative...
- Outcome 2: Adjust the initiative...
- Outcome 3: Justify the initiative...
- Outcome 4: Stop and remove the initiative...



For outcome 3, detail the justification for proceeding here:

## Section 8 - Publication arrangements:

On completion, please follow this 3-step procedure:

1. Forward this EIA report and action plan to the Access to Services Team for feedback and approval – [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)
2. Make any necessary amendments/additions.
3. Provide the final version of this report to the team for publication, including email approval of the EIA from your Head of Service. The EIA will be published on the Council's website - this is a legal requirement.

## Action Plan:

Objective - What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome - How will we know we have achieved our objective?	Progress
EWOs will monitor identified Carers and will not pursue Penalty Notices unless we can ensure/prove that the parents are condoning unnecessary unauthorised absences	Senior Education Welfare Officer	Ongoing	Acceptable levels/zero instances of carers receiving Penalty Notices	
Report the findings of the consultation to the Council's Cabinet	Principal Educational Psychologist	End of 2014	Cabinet will have approved the code of conduct and parents will be informed.	
Communications plan to ensure parents are clear on the criteria before implementation	Stakeholder and Communications Manager	January 2015	Communications plan implemented and feedback received	
Monitor the implementation of the new code to ensure that parents are clear on the criteria	Stakeholder and Communications Manager	Ongoing	FAQs published on the website and low level/zero complaints from parents	
Provide training to the Traveller Education Service on Penalty Notices	Senior Education Welfare Officer	February 2015	Staff trained and an understanding of Penalty Notices	

Collect data on the issuing and impact of penalty notices	Information Officer	Annually	Reported to the Welsh Government	
Monitor the impact of Penalty Notices on those living in poverty	Senior Education Welfare Officer/ Information Officer	Ongoing	Information collected and analysis of all/any individuals not able to pay their penalty notices	

**\* Please remember to be 'SMART' when completing your action plan (Specific, Measurable, Attainable, Relevant, Timely).**

## Report of the Cabinet Member for Finance and Strategy: -

Cabinet – 16 December 2014

### QUARTER 2 2014/15 PERFORMANCE MONITORING REPORT

<b>Purpose:</b>	To report Corporate and Service Performance for the second quarter of 2014/15
<b>Policy Framework:</b>	' <i>Standing Up for Swansea</i> ' Corporate Improvement Plan 2013/17 updated for 2014/15
<b>Reason for Decision:</b>	To receive and review the performance results for Quarter 2 2014/15
<b>Consultation:</b>	Legal, Finance, Access to Services.
<b>Recommendation(s):</b>	It is recommended that:  1) 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
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Paul Cridland
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Sherill Hopkins

#### 1.0 Introduction

1.1 This report presents performance results for the second quarter of 2014/15. The report also provides an update in relation to progress delivering the Policy Commitments since 2013/14.

1.2 The outturn presented in the performance tables (Appendix A) and Policy Commitments Tracker (Appendix B) needs to be considered alongside the current financial situation of the Council. The financial resources required to achieve the specified performance levels in 2014/15 have been provided in the approved budget. As part of the work on *Sustainable Swansea – Fit for the future* there will be an increased focus on understanding the level of activity and outcomes that are achieved for the budget allocated so that choices can be made about relative priorities.

## 2.0 Summary of Quarter 2 2014/15 Performance

2.1 When making comparisons between previous years and 2014/15, the following should be considered:

2.1.1 The nature and number of performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.

2.1.2 The results do not always account for changes in resources and workload during that period (although details can be seen in the numerator and denominator information and in the comments column of the data tables attached to this report).

2.1.3 There may be changes to the numerator and denominator information which may affect the trends by showing a decline while the volume of work has increased.

2.1.4 Comparisons and references made to previous performance results and longer term trends go back as far as 2008/09 where available, although some performance indicators may have older data.

2.1.5 In summary:

### Corporate PI Suite

Q2 14/15	Corporate	People	Place	Totals
Met Target	25%	44%	64%	51%
Met within 5% of Target	75%	60%	68%	65%
Improved, Maintained or At Best Performance	25%	56%	59%	55%

### Corporate Improvement Plan Only

Q2 14/15	People	Place	Totals
Met Target	82%	75%	78%
Met within 5% of Target	92%	91%	91%

2.1.6 Improvement compared to Quarter 2 2013/14 on the Corporate Improvement Plan measures cannot be shown in all cases since many were new and still being embedded at that point.

### **3.0 National and local performance indicators**

3.1 The Council is subject to the National Performance Improvement Framework and as such has to collect, monitor and report on a number of performance indicators that are set by the Welsh Government or Welsh Local Government to measure their shared priorities with Welsh Council's. National performance measures are referenced within the data tables attached to this report as follows:

- **NSI - National Strategic Indicators** – set by the Welsh Government to measure national priorities.
- **PAM - Public Accountability Measures** – set by Welsh Local Government to measure shared national priorities.
- **SID - Service Improvement Data** – national benchmarking data.

3.3 The Council also reports a small number of locally defined performance indicators. A comparison with 2013/14 national performance data published in September 2014 is included in the Appendix A where applicable.

### **4.0 Performance Targets**

4.1 For 2014/15, the Council has reverted to having just one performance target. Targets for Council priorities were discussed and agreed between Heads of Service and Cabinet Members so that they are stretching and challenging. Further discussion and consideration will be required as part of Sustainable Swansea debate around which areas are priorities and which are not and target setting for performance improvement.

### **5.0 Policy Commitments Tracker**

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

5.2 The Policy Commitments Tracker at Appendix B monitors the Council's progress delivering the Policy Commitments.

5.3 In summary:

### **Policy Commitments**

Progress delivering Policy Commitments at Quarter 1 2014/15	Total
<b>Blue</b> - complete	8%
<b>Green</b> – On track	80%
<b>Amber</b> – Progress delayed	11%
<b>Red</b> – significant delays / no progress	1%

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

6.1 This report has no direct equality and engagement implications itself although the data reported may form part of the information that leads to a service screening for and undertaking an EIA as required.

### **7.0 Financial Implications**

7.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement as part of *Sustainable Swansea – fit for the future*.

### **8.0 Legal Implications**

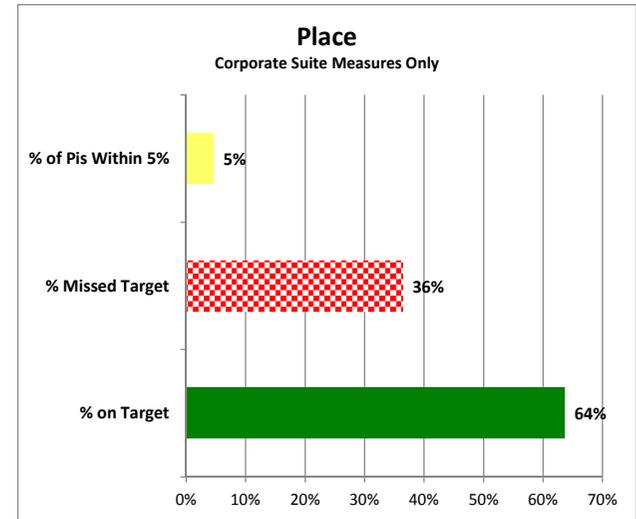
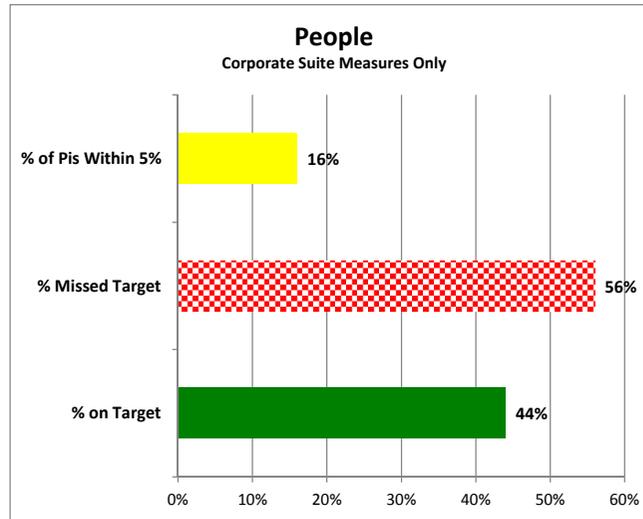
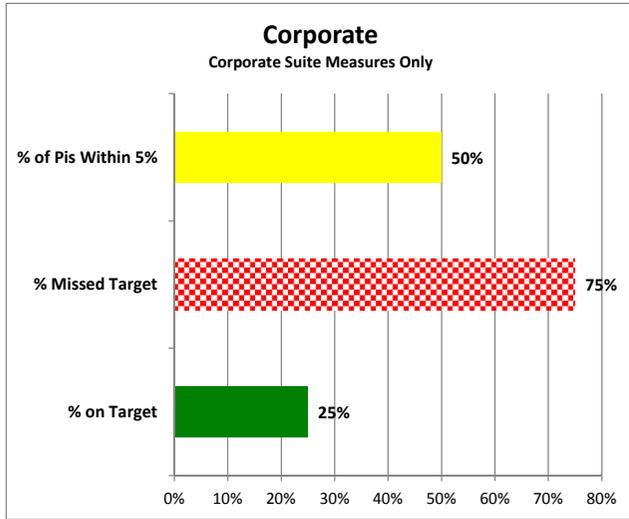
8.1 There are no legal implications associated with this report.

**Background Papers:** None.

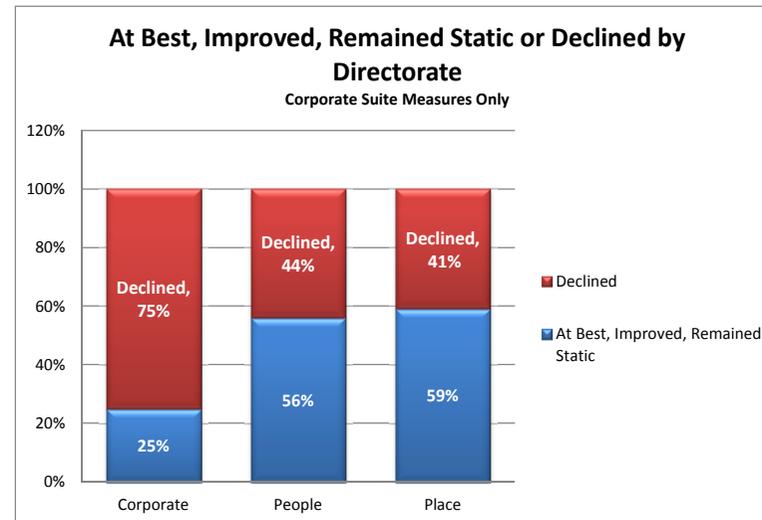
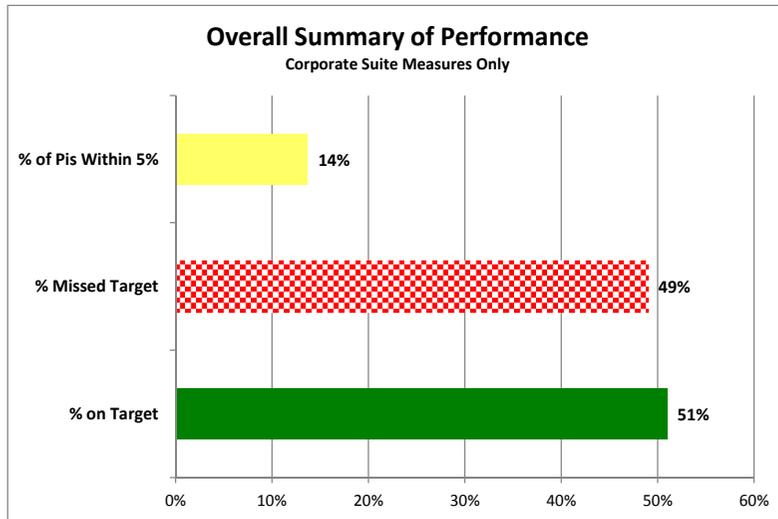
**Appendices:** Appendix A – Quarter 2 2014/15 Performance Data Tables; Appendix B – Policy Commitments Tracker: Quarter 2 2014/15 update.

# Strategic Quarterly PI Report 2014-15

## Quarter 2



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# Strategic Quarterly PI Report 2014-15

## Quarter 2



Met Target  
**Green**

Within 5% of  
Target

Missed Target  
**Red**

Red Measure

Amber Measure

Green Measure

No RAG Color

	EOY Report Only	Improvement Plan Only
Red Measure	18	2
Amber Measure	7	3
Green Measure	26	18
No RAG Color	0	0

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			

### Corporate Services - Finance

CS11 CS1 - Percentage of customers in the Contact Centre waiting less than 15 minutes	AMBER 73%	75%	↔	80.6%	↓	71%	↗	CS1NM - Number of customers waiting less than 15 minutes		N/A - local indicator	Reduction compared to Q1 is due to yearly trend of annual leave commitments. Also reduction in staffing levels due to achieving budget savings and long term sickness.	Mike Hawes
								18815	20323			
								CS1DM - Total number of customers				
								25617	28743			
CS21 CS2 - Percentage of Customers requests resolved within Contact Centre (ones & dones)	GREEN 94.02%	94.00%	↔	94.6%	↓	95.5%	↘	CS2NM - Number of customer requests completed in the contact centre		N/A - local indicator	Exceeded Q1 target but although reduction in performance still achieved target. All new student finance applications are no longer dealt with by the LA. All applications are dealt with without back office assistance.	Mike Hawes
								16813	18408			
								CS2DM - Total number of customer requests				
								17883	19271			
CFH0061 CFH006 - Percentage of undisputed invoices which were paid in 30 days	AMBER 93.4%	93.7%	↔	91.29%	↑	91%	↗	CFH006NM - Number of Invoices paid within 30 days from date of receipt.		N/A - Benchmarking data only	Usual annual fluctuation re: Annual leave/school holidays (school Invoicing)	Mike Hawes
								48377	48161			
								CFH006DM - Total number of ( all ) invoices paid in a 30 day period,				
								51802	52925			

### Corporate Services - HR

CHR0021 CHR002 - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	RED 4.45	4.00	↔	2.96	↓	4.25	↘	CHR002NM - Total number of working days/shifts lost to sickness absence, for the relevant period		N/A - Benchmarking data only	The 4.45 result is less than half a day pp against the new challenging target of 4 days (8pp for the year). The figures are being monitored monthly to ascertain the Service Area hot spots and looking at any trends	Steve Rees
								42235.88	40558			
								CHR002DM - Average Number of FTE employees.				
								9482	9546			

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			

### People : Education Inclusion

<b>EDCP12a↓</b> EDCP12a - Pupils receiving fixed term exclusions - primary schools	<b>GREEN</b> 6.00	15.00	↗	5.00	↓	8.00	↗	EDCP12aNM - Pupils receiving fixed term exclusions - primary schools 6   8 d 1   1	N/A - local indicator	There was a small termly increase of one pupil over the very low number in the previous term, well within the target range of 5-15.	Robin Brown
<b>EDCP12b↓</b> EDCP12b - Pupils receiving fixed term exclusions - secondary schools	<b>GREEN</b> 147.00	200.00	↗	181.00	↑	149.00	↗	EDCP12bNM - Pupils receiving fixed term exclusions - secondary schools 147   149 1   1	N/A - local indicator		Robin Brown
<b>EDU008a↓</b> EDU008a - The number of permanent exclusions during the academic year per 1,000 pupils from primary schools	<b>GREEN</b> 0.00	0.01	↗	0.00	↔	0	↔	EDU008aNM - Number of permanent exclusions during the academic year, upheld by the Governing Body, in primary schools in years 1 or above maintained by the local authority 0   0 EDU008aDM - Total number of pupils on roll in local authority maintained primary schools in years 1 or above at the time of the annual schools census in January 18,006   17767	N/A - Benchmarking data only		Robin Brown
<b>EDU008b↓</b> EDU008b - The number of permanent exclusions during the academic year per 1,000 pupils from secondary schools	<b>GREEN</b> 0.17	0.40	↗	0.17	↔	0.08	↓	EDU008bNM - Number of permanent exclusions during the academic year, upheld by the Governing Body, in secondary schools in years 11 or below maintained by the local authority 2   1 EDU008bDM - Total number of pupils on roll in local authority maintained secondary schools in years 11 or below at the time of the annual schools census in January 12,083   12383	N/A - Benchmarking data only	There were just 2 pupils permanently excluded this term, whereas the same term last year there was none. A target range of 2-5 per term is set to allow for this variation. Termly numbers have been 2 or less for more than three years. Schools, with the support of the LA, try to avoid permanent exclusions whenever possible.	Robin Brown

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>EDU016a†</b>  EDU016a - Percentage of pupil attendance in primary schools	<b>GREEN</b>  93.87%	92.50%	↔	94.53%	↓	93.00%	↗	EDU016aN - The total number of sessions missed by all pupils in primary schools 1,510,658   1840696 EDU016aDM - The total number of sessions possible for all pupils 1,609,263   1979151	20th	Following particularly strong performance in the previous two terms, summer term attendance was slightly down but well above the same term last year and the target.	Robin Brown	
<b>EDU016b†</b>  EDU016b - Percentage of pupil attendance in secondary schools	<b>GREEN</b>  93.15%	91.50%	↔	93.36%	↓	92.8%	↗	EDU016bN - The total number of sessions missed by all pupils in secondary schools 424,086   670910 EDU016bDM - The total number of sessions possible for all pupils 455,274   722653	16th	Following particularly strong performance in the previous term, summer term attendance was very slightly down but well above the same term last year and the target.	Robin Brown	

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments  (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			

### People : Social Services - Adult Services

<b>SCA001↓</b>  SCA001 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	<b>RED</b>							SCA001NM - Total number of local authority residents experiencing a delayed transfer of care during the year for social care reasons <div style="border: 1px solid black; padding: 2px; text-align: center;">68      78</div>	10th	Explanation: Delays have typically related this quarter to people requiring specialist placements (e.g. mental health) or funding issues. Action: Continue to look at developing ways of reducing delays which are financially sustainable.	Carol Rea
	3.23	2.20	↔	3.23	↔	3.76	↑	SCA001DM - Total population aged 75+ <div style="border: 1px solid black; padding: 2px; text-align: center;">21,024      20759</div>			

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

<b>SCC001a†</b>  SCC001a - The percentage of first placements of looked after children during the year that began with a care plan in place	<b>GREEN</b>							SCC001aNM - The number of first placements of looked after children in the year that had a care plan for the child at the start of the placement. <div style="border: 1px solid black; padding: 2px; text-align: center;">46      58</div>	1st joint		David Howes
	100%	100%	↔	100%	↔	100%	↔	SCC001aDM - The total number of first placements for looked after children started in the year. <div style="border: 1px solid black; padding: 2px; text-align: center;">46      58</div>			
<b>SCC001b†</b>  SCC001b - For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	<b>AMBER</b>							SCC001bNM - The number of looked after children whose second review was due in the year who had a plan for permanence on the due date for the second review. <div style="border: 1px solid black; padding: 2px; text-align: center;">36      27</div>	8th	Performance has improved on first quarter and this will continue. Service Quality Unit support social workers to ensure each child has a plan available for the review and progress is being tracked.	David Howes
	97.30%	99%	↔	91.43%	↑	100%	↓	SCC001bDM - The number of looked after children whose second review was due in the year <div style="border: 1px solid black; padding: 2px; text-align: center;">37      27</div>			
<b>SCC004↓</b>  SCC004 - The percentage of children looked after on 31 March who have had three or more placements during the year	<b>RED</b>							SCC004NM - The number of looked after children who had three or more separate placements during the financial year. <div style="border: 1px solid black; padding: 2px; text-align: center;">39      37</div>	8th	Explanation: Child and Family Services has a five-year Looked After Children safe reduction strategy, and two key areas are achieving permanence at the earliest opportunity and supporting children close to their home area. This approach does require some movements in placements. Action: We are looking to develop more specialist foster carers who are prepared to work with children with more complex needs e.g. teenagers and mother and babies.	David Howes
	7.62%	7%	↔	7.94%	↑	6.57%	↓	SCC004DM - The total number of children who were looked after at 31 March <div style="border: 1px solid black; padding: 2px; text-align: center;">512      563</div>			

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments  (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>SCC007a†</b> SCC007a - The percentage of referrals during the year that were allocated to a social worker for initial assessment	<b>AMBER</b>  <b>73.00%</b>	74%	↔	77.28%	↓	76.14%	↘	SCC007aNM - The number of referrals that were allocated to a social worker for initial assessment during the year 319   335 SCC007aDM - The total number of referrals received during the year 437   440	15th	Performance is within the threshold that we would expect to see, and we would like to propose a revision to the target to a range of 74-82%.	David Howes	
<b>SCC007b↓</b> SCC007b - The percentage of referrals during the year that were allocated to someone other than a social worker for initial assessment	<b>RED</b>  <b>2.52%</b>	2%	↔	2.71%	↑	1.59%	↘	SCC007bNM - The number of referrals that were allocated to someone other than a social worker for initial assessment during the year 11   7 SCC007bDM - The total number of referrals received during the year 437   440	8th	Narrowly missed target. On a few occasions referrals within the child disability team are allocated to student social workers under the supervision of a senior social worker.	David Howes	
<b>SCC007c↓</b> SCC007c - The percentage of referrals during the year that did not proceed to allocation for initial assessment	<b>GREEN</b>  <b>24.49%</b>	26%	↔	20.27%	↓	22.27%	↘	SCC007cNM - The number of referrals that did not proceed to allocation for initial assessment during the year 107   98 SCC007cDM - The total number of referrals received during the year 437   440	10th	Performance is within the threshold that we would expect to see, and we would like to propose a revision to the target to a range of 18-28 per cent.	David Howes	
<b>SCC013ai†</b> SCC013ai - The percentage of open cases of children on the child protection register who have an allocated social worker	<b>GREEN</b>  <b>100.00%</b>	100%	↔	100.00%	↔	98.86%	↗	SCC013aiNM - The number of open cases of children on the Child Protection Register with an allocated social worker 243   173 SCC013aiDM - The total number of open cases of children on the Child Protection Register 243   175	20th		David Howes	
<b>SCC013aii†</b> SCC013aii - The percentage of open cases of children looked after who have an allocated social worker	<b>AMBER</b>  <b>99.42%</b>	100%	↔	100.00%	↓	96.45%	↗	SCC013aiiNM - The number of open cases of children looked after with an allocated social worker 511   543 SCC013aiiDM - The total number of open cases of children looked after 514   563	18th		David Howes	

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>SCC013aiii†</b>  SCC013aiii - The percentage of open cases of children in need who have an allocated social worker	<b>AMBER</b>  74.12%	78%	↔	71.73%	↑	76.39%	↓	SCC013aiiiNM - The number of open cases of children in need with an allocated social worker 968   932 SCC013aiiiDM - The total number of open cases of children in need 1,306   1220	14th	The number of children in need has increased by over 100 in the past year, and caseloads/ allocations are routinely monitored on a daily, weekly and monthly basis by team managers, who escalate pressures to SMT.	David Howes	
<b>SCC013bi ↓</b>  SCC013bi - The percentage of open cases of children on the child protection register who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan	<b>GREEN</b>  0.00%	0%	↔	0.00%	↔	1%	↗	SCC013biNM - The number of open cases of children on the Child Protection Register allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan 0   2 SCC013biDM - The total number of open cases of children on the Child Protection Register 243   175	22nd		David Howes	
<b>SCC013bii ↓</b>  SCC013bii - The percentage of open cases of children looked after who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan	<b>RED</b>  0.19%	0%	↔	0.00%	↓	1.60%	↗	SCC013biiNM - The number of open cases of children on the Child Protection Register allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan 1   9 SCC013biiDM - The total number of open cases of children on the Child Protection Register 514   563	18th	<b>Explanation:</b> Performance is a result of one child being allocated to a unqualified worker for a short period of time at the point of reporting this PI. This child has since been allocated to a qualified worker. <b>Action:</b> We will continue to monitor caseload allocations through the senior management team.	David Howes	
<b>SCC013biii ↓</b>  SCC013biii - The percentage of open cases of children in need who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan	<b>RED</b>  20.14%	18%	↔	22.55%	↑	19.10%	↓	SCC013biiiNM - The number of open cases of children in need allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan 263   233 SCC013biiiDM - The total number of open cases of children in need 1,306   1220	11th	The number of children in need has increased by over 100 in the past year, and caseloads/ allocations are routinely monitored on a daily, weekly and monthly basis by team managers, who escalate pressures to SMT.	David Howes	

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments  (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>SCC039f</b>  SCC039 - The percentage of health assessments for looked after children due in the year that have been undertaken	<b>RED</b>  <b>79.45%</b>	98%	↔	<b>88.52%</b>	↓	67.25%	↑	SCC039NM - The number of health assessments for looked after children due in the year that have been undertaken <b>116</b>   <b>115</b> SCC039DM - The number of health assessments for looked after children due to be undertaken in the year <b>146</b>   <b>171</b>	1st	<b>Explanation:</b> Last years performance was one of the best ever results, and we are confident that performance will reach similar levels this year. <b>Action:</b> LAC Health team actively monitors all looked after children and changes in circumstances	David Howes	
<b>SCC042a1</b>  SCC042a - The percentage of initial assessments completed within 7 working days	<b>RED</b>  <b>86%</b>	93%	↔	<b>86.31%</b>	↓	90.94%	↓	SCC042aNM - The number of initial assessments completed within 7 working days. <b>283</b>   <b>311</b> SCC042aDM - The number of initial assessments completed during the year <b>330</b>   <b>342</b>	4th	<b>Explanation:</b> Performance has been disain the first 4 months of the year but has improved in the last two toward last years level. <b>Action:</b> Performance is monitored at all levels and corrective action is expected within all teams concerned.	David Howes	
<b>SCC042b1</b>  SCC042b - The average time taken to complete initial assessments that took longer than 7 working days to complete	<b>RED</b>  <b>12.6</b>	10	↔	<b>12.86</b>	↑	11.13	↓	SCC042bNM - The total number of working days taken to complete all initial assessments where the number of working days taken was 8 or more <b>593</b>   <b>345</b> SCC042bDM - The total number of initial assessments that took 8 days or more to complete. <b>47</b>   <b>31</b>	joint 3rd	<b>Explanation:</b> Although the number of initial assessments completed outside of timescales has decreased, we still experience delays due to the complexities of certain cases. <b>Action:</b> As part of the new model we are introducing into the service, locality teams are currently reviewing how initial assessments are opened and closed so as to improve timeliness, particularly for children in need cases.	David Howes	
<b>SCC043a1</b>  SCC043a - The percentage of required core assessments completed within 35 working days	<b>RED</b>  <b>63.35%</b>	84%	↔	<b>58.18%</b>	↑	66.16%	↓	SCC043aNM - The number of required core assessments completed within 35 working days during the year <b>242</b>   <b>131</b> SCC043aDM - The number of core assessments that were completed during the year <b>382</b>   <b>198</b>	14th	<b>Explanation:</b> Performance has been disappointing in the first half of the year for a number of reasons linked to social worker prioritising purposeful work with children and families, and the service completing more cores than usual. <b>Action:</b> Performance is being urgently monitored at all levels and corrective action is expected within all teams concerned.	David Howes	

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments  (Explanation and Actions)	Responsible Head of Service			
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14						
<b>SCC043b</b>  SCC043b - The average time taken to complete those required core assessments that took longer than 35 days	<b>RED</b>  <b>62.99</b>	50.00	↔	<b>60.29</b>	<b>↓</b>	21.13	<b>↘</b>	SCC043bNM - The total number of working days taken to complete all required core assessments where the number of working days taken was more than 35.  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;"><b>8,819</b></td> <td style="text-align: right;"><b>4184</b></td> </tr> </table> SCC043bDM - The total number of required core assessments that took longer than 35 working days to complete  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;"><b>140</b></td> <td style="text-align: right;"><b>198</b></td> </tr> </table>	<b>8,819</b>	<b>4184</b>	<b>140</b>	<b>198</b>	17th	Explanation: There has been a significant increase in the number of core assessments completed linked to the new pilot model. We are also confident that we doing better social work, with more direct work with children and their families. Timescales are being tracked within teams and we expect improvements by the end of the year	<b>David Howes</b>
<b>8,819</b>	<b>4184</b>														
<b>140</b>	<b>198</b>														
<b>SCC045</b>  SCC045 - The percentage of reviews carried out in accordance with the statutory timetable	<b>GREEN</b>  <b>98.24%</b>	90%	↔	<b>96.36%</b>	<b>↑</b>	98.33%	<b>↘</b>	SCC045NM - The number of reviews of looked after children, children on the Child Protection Register and children in need due in the year that were carried out within the statutory timescales  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;"><b>503</b></td> <td style="text-align: right;"><b>471</b></td> </tr> </table> SCC045DM - The number of reviews of looked after children, children on the Child Protection Register and children in need due in the year  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;"><b>512</b></td> <td style="text-align: right;"><b>479</b></td> </tr> </table>	<b>503</b>	<b>471</b>	<b>512</b>	<b>479</b>	17th		<b>David Howes</b>
<b>503</b>	<b>471</b>														
<b>512</b>	<b>479</b>														

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>Place : Culture, Sport, Lesiure &amp; Tourism</b>												
CTG4 †  CTG4 - Grand Theatre Usage (Physical Visits)	AMBER  49510	50563	↔	63972	↓	49850	↘	CTG4NM - Grand Theatre Usage (Physical Visits) 49,510   49850 d		N/A - local indicator	Against Q2, Theatre is only 340 adrift. The Grand has had shows cancelled and some poorly attended.  For the first 6 months the Theatre has overachieved by 5,634 compared to last year (113,482 against 107,848).  This is partly a profiling issue; during the next Quarter the Panto will achieve extra usage and with the Autumn/Winter programme having more big shows, will attract increased audience figures.	Tracy McNulty
CTM9a†  CTM9a - Total number of visitors to Museums and Galleries	GREEN  169211	137989	↗	118877	↑	132671	↗	CTM9aNM - Total number of visitors to Museums and Galleries 169,211   132671 d		N/A - local indicator		Tracy McNulty
CTM9b†  CTM9b - Total number of visits made to Museums and Gallery websites	GREEN  47099	37792	↗	81992	↓	34884	↗	CTM9bNM - Total number of visits made to Museums and Gallery websites 47,099   34884 d		N/A - local indicator	Our digital marketing team have been supporting the corporate web team in transferring content from Swansea.gov.uk to the new site. This has been extremely time consuming, and diverted resources away from promotional activities normally carried out to drive traffic to our websites (the dates of this work match the dates of the dips in traffic).	Tracy McNulty

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments  (Explanation and Actions)	Responsible Head of Service						
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14									
LCL001†  LCL001 - The number of visits to public libraries during the year per 1,000 population	<b>RED</b>  <b>1251</b>	1319	↔	1270.29	↓	1365.08	↓	LCL001NM - The number of visits to Public Libraries during the year per 1,000 population  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">300,253</td> <td style="text-align: center;">327074</td> </tr> <tr> <td colspan="2" style="text-align: center;">LCL001DM - Total population</td> </tr> <tr> <td style="text-align: center;">240</td> <td style="text-align: center;">240</td> </tr> </table>		300,253	327074	LCL001DM - Total population		240	240	12th	New Business Plans focus on LCL 001 and LCL 004  <ul style="list-style-type: none"> <li>• Regular staff meetings - importance of indicators. Suggested local and national trends for decline;               <ul style="list-style-type: none"> <li>o Disruption - roadworks &amp; parking problems for Central Library customers.</li> <li>o Drop reflects UK trend towards electronic downloading e-books and e-film (CIPFA - average UK visitor drop 6%)</li> <li>o Impressive new Central libraries (Cardiff and Caerphilly) pushed CCS down league tables (CCS Central had same uplift when opened 6 years ago).</li> <li>o Swansea population increasing, reducing per 1k population figures .</li> </ul> </li> <li>• Service responded by;               <ul style="list-style-type: none"> <li>• New e-book and e-magazine downloads (growing but challenging to compete with Amazon, Netflix etc.)</li> <li>• CCS social media sites gaining wider audiences (difficult to track if generates footfall). As technologies improve data becomes more robust.</li> <li>• Morriston refurbished, expected visitor growth between 10-15% for the 1st six months.</li> </ul> </li> </ul> Future PI's to be tracked against national trends; management considers targets are unrealistic in the present climate considering large scale resource reductions 2014-17.	<b>Tracy McNulty</b>
300,253	327074																	
LCL001DM - Total population																		
240	240																	

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments  (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>Place : Planning</b>												
EP28 ↑  EP28 - The percentage of all planning applications determined within 8 weeks	RED  63%	80%	↔	61.54%	↑	74%	↓	EP28NM - The number of all planning applications determined during the year within 8 weeks 298   290 EP28DM - The total number of all planning applications determined during the year 474   392	N/A - local indicator	The section was under interim management arrangements pending restructuring which took place during August 2014. Restructuring of the department and a high number of staff vacancies in previous quarters has led to disruption in performance and has affected the last quarter result.	Phil Holmes	
PLA004c ↑  PLA004c - The percentage of householder planning applications determined during the year within 8 weeks  Page 96	RED  73.48%	90%	↔	74.59%	↓	81%	↓	PLA004cNM - The number of householder planning applications determined during the year within 8 weeks 133   147 PLA004cDM - The total number of householder planning applications determined during the year 181   182	18th	Restructuring of the department and a high number of staff vacancies in previous quarters has led to disruption in performance and has affected the last quarter result. The section has undertaken major amendments pending restructuring which took place during August 2014. <b>Action:</b> Monitor target for the remainder of the year, restructure and amend business process to capitalise on restructure.	Phil Holmes	
PLA005 ↑  PLA005 - Percentage of enforcement cases resolved during the year within 12 weeks	RED  30%	55%	↔	36.00%	↓	27%	↗	PLA005NM - The number of enforcement cases resolved during the year within 12 weeks of receipt. 64   51 PLA005DM - The total number of enforcement cases resolved during the year. 215   190	17th	The 55% target was missed by some 25%. This is largely due to the Enforcement Team's efforts in dealing with older complaints and the staffing problems experienced by the Enforcement Team in recent times.  The Enforcement Team has however recruited additional staff in recent months. It is therefore anticipated that general performance will start to improve, although the 12 week performance figure will not vastly improve until the backlog of older complaints are dealt with.	Phil Holmes	

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>Place : Housing &amp; Public Protection</b>												
<b>EMP81</b>  EMP8 - The percentage of general pest control & animal impounding service requests within 3 working days	<b>RED</b>  82.2%	97%	↔	77.1%	↑	98%	↓	EMP8NM - No. of service requests responded to within target 1,169		N/A - local indicator	Target missed. Pest Control/Animal Wardens service was running at between 75 - 62.5% capacity for the majority of this quarter due to sickness. Recruitment undertaken/temporary officer been in post for last 3 weeks which should assist performance.	Lee Morgan
								EMP8DM - Total no. of service requests received in period 1,422				
<b>HHA002 ↓</b>  HHA002 - The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless	<b>RED</b>  55.96	52	↔	50.14	↓	46.67	↓	HHA002NM - The total number of working days between homeless presentation and discharge or cessation of duty for households who are owed the full section 193 duty - 4,085   3874		2nd	Target was missed due to a small number of complex cases that proved challenging to find solutions to their housing need. Rigorous case management continues.	Lee Morgan
								HHA002DM - The total number of homeless households to whom a full section 193 duty has been discharged or ceased during the year following a homeless presentation 73   83				
<b>HHA016 ↓</b>  HHA016 - The average number of days all homeless families with children spent in B&B accommodation	<b>GREEN</b>  0.00	7	↗	0.00	↑	6.50	↗	HHA016NM - Total number of days spent in B&B accommodation by all homeless families with children. (The numerator is the sum of the number of days spent in B&B accommodation by each family with children whose duty has been discharged or ceased during the year) 0   13		3rd	No families in B&B this quarter	Lee Morgan
								HHA016DM - Total number of homeless families with children whose duty has been discharged or ceased during the year 0   2				
<b>HSG11</b>  HSG1 - The amount of current tenant arrears	<b>GREEN</b>  £1,068,918	£1,109,937	↔	£ 1,136,321	↑	£1,090,697	↗	HSG1NM - The amount of current tenant arrears outstanding 1,068,918   1090697		N/A - local indicator	Target achieved	Lee Morgan
<b>HSG21</b>  HSG2 - The number of void properties	<b>GREEN</b>  286	331	↔	280.00	↓	321	↗	HSG2NM - The number of void properties at the end of the period 286   321		N/A - local indicator	While Quarter 2 target met voids have increased marginally since Q1, overall performance continues to be good as a result of an increase in the number of lettings during the quarter	Lee Morgan

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>PP1 ↑</b> PP1 - Of the houses in multiple occupation known to the local authority, the percentage that have either a full licence or that have been issued with a licence with conditions attached	<b>RED</b>  85%	93%	↔	90%	↓	88%	↘	PP1NM - The number of HMOs that either have with a full licence or that have been issued with a licence with conditions attached 1,507   1547 PP1DM - The total number of HMOs known to the local authority 1,767   1767	N/A - local indicator	Target missed due to a number of landlords selling properties/taking them out of multiple occupation. Work to deal with backlog of licence applications is ongoing.	Lee Morgan	
<b>PP21 ↑</b> PP2 - The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene	<b>GREEN</b>  100%	100%	↔	36.62%	↑	72%	↗	PP2NM - The number of high risk business that were inspected during the year to date 133   152 PP2DM - The number of high risk business that were selected for inspection at the beginning of the year for the period October to December 133   210	N/A - local indicator	Target achieved	Lee Morgan	
<b>Place : Highways &amp; Transportation</b>												
<b>CRE4 ↑</b> CRE4 - Percentage of priority graffiti jobs completed within 7 days	<b>GREEN</b>  100%	100%	↔	100.00%	↔	100%	↔	CRE4NM - No. of "priority" graffiti jobs completed within 7 days within the quarter 51   57 CRE4DM - Total no. of "priority" graffiti jobs within the quarter 51   57	N/A - local indicator		Stuart Davies	
<b>STS005b ↑</b> STS005b - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	<b>GREEN</b>  99%	97%	↔	98.11%	↑	96.19%	↗	STS005bNM - The number of inspections of highways and relevant land undertaken during the quarter that had a high or acceptable level of cleanliness 202   227 STS005bDM - The total number of inspections of highways and relevant land in the quarter 204   236	14th		Stuart Davies	
<b>STS006 ↑</b> STS006 - The percentage of reported fly tipping incidents cleared within 5 working days	<b>GREEN</b>  94.3%	92%	↔	92.23%	↑	93.79%	↗	STS006NM - The number of reported fly tipping incidents in the quarter cleared within 5 working days 1,040   800 STS006DM - The total number of fly tipping incidents recorded by the authority during the quarter 1,103   853	15th		Stuart Davies	

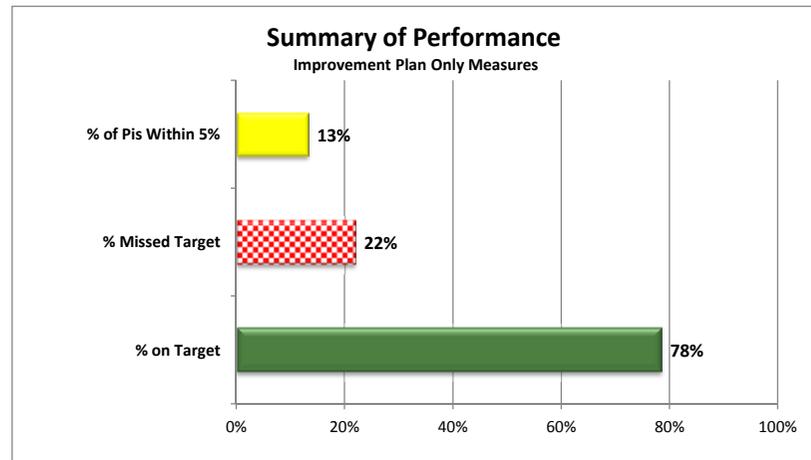
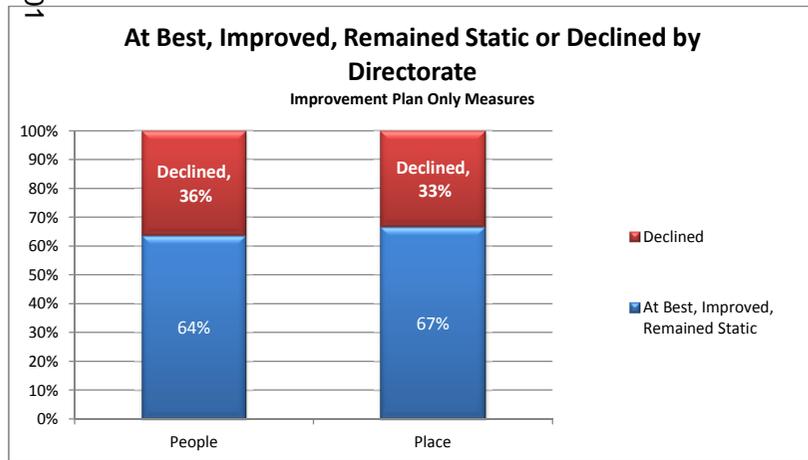
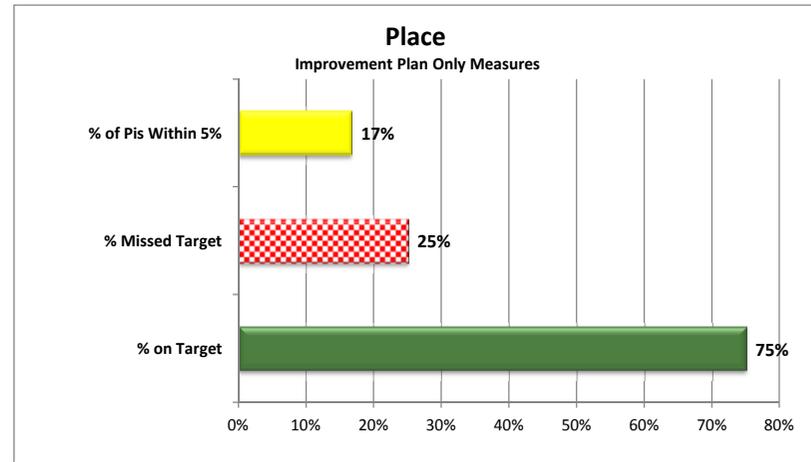
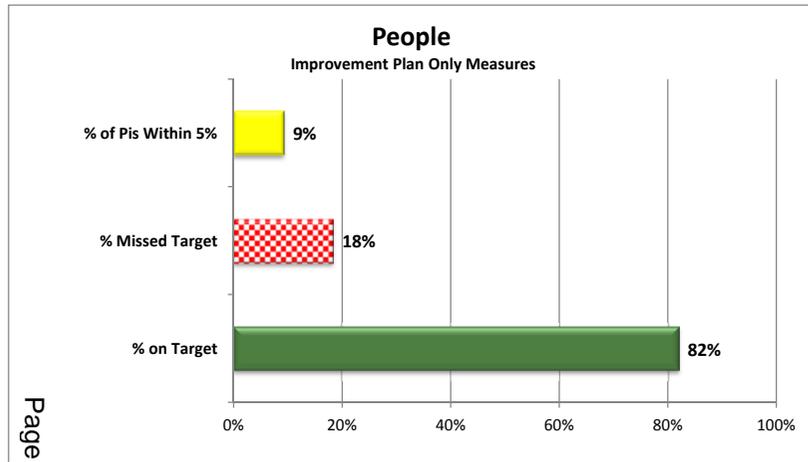
PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>Place : Waste Management</b>												
<b>WMT004b ↓</b>  WMT004b - The percentage of municipal waste collected by local authorities sent to landfill	<b>GREEN</b>  40.14%	48%	↔	42.58%	↑	40.03%	↓	WMT004bNM - The tonnage of local authority collected municipal waste sent to landfill by the local authority 11,806   11588 WMT004bDM - The total tonnage of municipal waste collected by the local authority 29,413   28952	20th	In in the corresponding quarter for 2013/14 the authority sent a large quantity of waste to an energy from waste plant which lowered the tonnage/percentage of waste being sent to landfill.	Chris Howell	
<b>WMT009b ↑</b>  WMT009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	<b>GREEN</b>  59.5%	52%	↔	54.24%	↑	52.3%	↗	WMT009bNM - The tonnage of local authority collected municipal waste prepared for reuse, recycled and/or collected as source segregated bio wastes and composted or treated biologically in another way by the local authority 17,513   15153 WMT009bDM - The tonnage of municipal waste collected by the local authority 29,413   28952	20th		Chris Howell	
<b>Place : Economic Regeneration &amp; Planning</b>												
<b>BBMA1 ↑</b>  Increase in the number of projects with social benefit clauses & Beyond Bricks and Mortar in their contracts	<b>GREEN</b>  7.00	7.00	↔	4.00	↑	10.00	↓	BBMA1NM - No. of BB&M projects containing SBCs from this current reporting year minus no. of BB&M projects containing SBCs from the previous year providing the increased number of projects worked on in the reporting year 7   10 D	N/A - local indicator	Targets are counted once contracts start on site. Contracts have been delayed and outturn is lower than expected this quarter	Phil Holmes	

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments  (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>WWC1 ↑</b>  The number of people entering employment as a result of participation in the project	<b>GREEN</b>  88.00	75.00	↔	44.00	↑	111.00	↓	WWC1NM - The number of people entering employment as a result of participation in the project 88   111 D -	N/A - local indicator	The reason for the dip in trend from Q2 13-14 is due to staff shortages in the mentor team which means higher caseload numbers resulting in lower job outcomes. The ELO team not running to full capacity is also a factor in this. Recruitment is needed to stay on course with targets. Despite the fall from last year the project remains on profile to fulfil its targets.	Phil Holmes	
<b>WWC2 ↑</b>  The percentage of individuals exiting Workways who said that it had made a positive difference	<b>GREEN</b>  87.6%	70.0%	↗	89.1%	↓	71.4%	↗	WWC2NM - The number of individuals exiting Workways who said that it had made a positive difference 85   120 D - The total number of people surveyed 97   168	N/A - local indicator	Fewer participants have been contacted resulting in the percentage lower than Q1. Contact spreadsheets are in use to show that numerous attempts are being made to contact project leavers. It would be reviewed how many attempts should be made if target was not met.	Phil Holmes	

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			

**Strategic Quarterly PI Report 2014-15**  
Quarter 2

**Corporate Plan Improvement Objectives**



PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			

**Strategic Quarterly PI Report 2014-15**

**Corporate Plan Improvement Objectives**

Quarter 2

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

**Education**

EDU016a†	GREEN							EDU016aNM - The total number of sessions missed by all pupils in primary schools 1,510,658   1,840,696	20th	Following particularly strong performance in the previous two terms, summer term attendance was slightly down but well above the same term last year and the target.	Robin Brown
EDU016a - Percentage of pupil attendance in primary schools	93.87%	92.50%	↔	94.5%	↓	93.0%	↗	EDU016aDM - The total number of sessions possible for all pupils 1,609,263   1,979,151			
EDU016b†	GREEN							EDU016bNM - The total number of sessions missed by all pupils in secondary schools 424,086   670,910	16th	Following particularly strong performance in the previous term, summer term attendance was very slightly down but well above the same term last year and the target.	Robin Brown
EDU016b - Percentage of pupil attendance in secondary schools	93.15%	91.50%	↔	93.4%	↓	92.8%	↗	EDU016bDM - The total number of sessions possible for all pupils 455,274   722,653			

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

**No quarterly measures**

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>Improvement Objective: Promote affordable credit and savings options and help people maximise their income and entitlements</b>												
HSG151	GREEN							HSG15NM - The number of Warrants suspended throughout the year 72   71		N/A - local indicator	Target achieved however performance has declined since Q1 2014/15 and Q2 2013/14 as the total number of warrants raised increased overall due to the impact of Spare room subsidy and general economic climate. Rigorous monitoring of cases continues. Existing support mechanisms will continue to be offered to help tenants manage their financial difficulties	Lee Morgan
HSG15 - The percentage of Eviction warrants for Rent arrears raised against Council tenants suspended due to support and financial assistance	65.45%	65.00%	↔	75.0%	↓	79.78%	↘	HSG15DM - The total number of Warrants raised 110   89				
HSG181	GREEN							HSG18NM - The number of tenants who have joined the Credit Union in the last year 113   17		N/A - local indicator	113 tenants have joined the credit union from April 2013 until Quarter 2 2014/15. The projected target set is to recruit a total of 150 tenants up to 2014/15.	Lee Morgan
HSG18 - The number of council tenants joining the Credit Union	113.00	75.00	↗	109.00	↑	17.00	↗	D 1   1				
<b>Improvement Objective: Improve Housing &amp; Housing Supply in order to increase the availability of good quality affordable housing</b>												
HSG21	GREEN							HSG2NM - The number of void properties at the end of the period 286   321		N/A - local indicator	While Quarter 2 target met voids have increased marginally since Q1, overall performance continues to be good as a result of an increase in the number of lettings during the quarter	Lee Morgan
HSG2 - The number of void properties	286	331	↔	280.00	↓	321	↗	D				
HSG16 ↑	GREEN							HSG16NM - No of new affordable housing units provided 7   111		N/A - local indicator	The RSLs have 241 planned completions of Affordable Housing Units throughout 14/15. Quarterly targets are not set as the number of units completed in each quarter will vary in accordance with individual construction schedules. We will continue to ensure maximum delivery through the allocation of SHG & other sources of finance.	Lee Morgan
HSG16 - No. of new Affordable Housing units provided	7.00	0.00	↗	20.00	↓	111.00	↘	D				
HSG17 ↑	AMBER							HSG17NM - The number of current tenancies over 2 years 10,284   10,285		N/A - local indicator	Target slightly missed for Q2 2014/15 but it is a slightly improved performance on Q1 2013/14	Lee Morgan
HSG17 - The percentage of tenants staying in their Council tenancy for more than 2 years	77.50%	78.00%	↔	77.2%	↑	77.31%	↗	HSG17DM - The total number of current tenancies 13,270   13,303				

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments  (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>Improvement Objective: Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.</b>												
EC1 ↑  EC1 - The percentage of all applicants and 3rd parties satisfied or very satisfied with the Planning application service	<b>RED</b>  74.1%	93%	↔	80.0%	↓	88%	↘	EC1NM - Total number of applicants and 3rd parties satisfied or very satisfied with the Planning application service 43   90	EC1DM - Total number of Planning questionnaires received in the quarter 58   102	N/A - local indicator	The target has been achieved for applicants (97%) but not for 3rd party respondents (55%); This however reflects a statistically low number, just eight 3rd party respondents in respect of 474 determined applications were very unsatisfied and just 6 were dissatisfied, the vast majority of the issues raised by 3rd parties were not related to service delivery but to dissatisfaction with the consultation process, which is prescribed under the provisions of the Town & County Planning (Development Management) Order 2012 or with the decision of the Authority.	Phil Holmes
Page 104 ↑ EC2 - The percentage of all major and minor applications with an economic imperative that are approved	<b>AMBER</b>  85.9%	88%	↔	84.9%	↑	83%	↗	EC2NM - Total number of major and minor applications with an economic imperative that are approved 164   116	EC2DM - Total number of major and minor applications determined in the quarter 191   140	N/A - local indicator	There has been an improvement in performance, the trend is upward when measured against this PI; however the Service has been through the process of restructuring and has been subject to disruption as a result of staff resources.  Action : Once all the changes have been adopted the performance is expected to improve	Phil Holmes

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service				
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14							
<b>BBMA1 ↑</b>  BBMA1 - Increase in the number of projects with social benefit clauses & Beyond Bricks and Mortar in their contracts	<b>GREEN</b>  7.00	7.00	↔	4.00	↑	10.00	↓	BBMA1NM - No. of BB&M projects containing SBCs from this current reporting year minus no. of BB&M projects containing SBCs from the previous year providing the increased number of projects worked on in the reporting year  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;">10</td> </tr> <tr> <td colspan="2" style="text-align: center;">D</td> </tr> </table>		7	10	D		N/A - local indicator	Targets are counted once contracts start on site. Contracts have been delayed and outturn is lower than expected this quarter	Phil Holmes
7	10															
D																
<b>WWC1 ↑</b>  WWC1 - The number of people entering employment as a result of participation in the project	<b>GREEN</b>  88.00	75.00	↔	44.00	↑	111.00	↓	WWC1NM - The number of people entering employment as a result of participation in the project  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">88</td> <td style="text-align: center;">111</td> </tr> <tr> <td colspan="2" style="text-align: center;">D</td> </tr> </table>		88	111	D		N/A - local indicator	The reason for the dip in trend from Q2 13-14 is due to staff shortages in the mentor team which means higher caseload numbers resulting in lower job outcomes. The ELO team not running to full capacity is also a factor in this. Recruitment is needed to stay on course with targets. Despite the fall from last year the project remains on profile to fulfil its targets.	Phil Holmes
88	111															
D																

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

**No quarterly measures**

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>Improvement Objective: Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas</b>												
<b>STS006 ↑</b>  STS006 - The percentage of reported fly tipping incidents cleared within 5 working days	<b>GREEN</b>							STS006NM - The number of reported fly tipping incidents in the quarter cleared within 5 working days <b>1,040</b>   <b>800</b> STS006DM - The total number of fly tipping incidents recorded by the authority during the quarter <b>1,103</b>   <b>853</b>		15th		Stuart Davies
<b>WMT004b ↓</b>  WMT004b - The percentage of municipal waste collected by local authorities sent to landfill	<b>GREEN</b>							WMT004bNM - The tonnage of local authority collected municipal waste sent to landfill by the local authority <b>11,806</b>   <b>11,588</b> WMT004bDM - The total tonnage of municipal waste collected by the local authority <b>29,413</b>   <b>28,952</b>		20th	In in the corresponding quarter for 2013/14 the authority sent a large quantity of waste to an energy from waste plant which lowered the tonnage/percenatge of waste being sent to landfill.	Chris Howell
<b>WMT009b ↑</b>  WMT009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	<b>GREEN</b>							WMT009bNM - The tonnage of local authority collected municipal waste prepared for reuse, recycled and/or collected as source segregated bio wastes and composted or treated biologically in another way by the local authority <b>17513</b>   <b>15,153</b> WMT009bDM - The tonnage of municipal waste collected by the local authority <b>29,413</b>   <b>28,952</b>		20th		Chris Howell

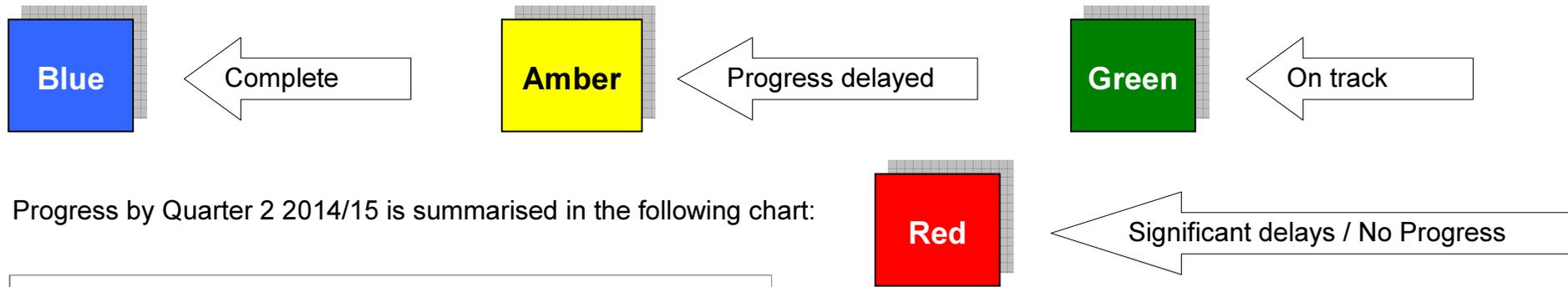
PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>Improvement Objective: People are safe, well and supported to live independently (Child &amp; Family)</b>												
CFS1 ↓  CFS1 - Number of children becoming looked after	GREEN  82.00	90.00	↔	47.00	↓	see comment		CFS1NM - Looked after children are those children who are becoming looked after by the local authority i.e. they are placed either in the care of the local authority 82		N/A - local indicator	Cumulative result which means that the latest quarter result will always look worse than the previous quarter	David Howes
CFS2 ↓  CFS2 - Number of children looked after	GREEN  514.00	514.00	↔	529.00	↑	see comment		CFS2NM - Looked after children are those children who are looked after by the local authority i.e. they are either in the care of the local authority 514		N/A - local indicator	New KPI - No data available for Q2 13/14	David Howes
Page 107 CFS7 ↓  CFS7 - Percentage of children on the Child Protection Register who have been de-registered and then re-registered	GREEN  14.0%	15%	↔	16.3%	↑	see comment		CFS7NM - The number of children who had previously been on the CPR in Swansea regardless of how long ago that was 34 CFS7DM - The no. of children registered to the CPR at any time during the year and counts any re-registrations that may have occurred during the year. 243		N/A - local indicator	New KPI - No data available for Q2 13/14	David Howes
CFS8 ↓  CFS8 - Percentage of children who remain on the Child Protection Register for more than one year	GREEN  7.0%	14%	↗	11.4%	↑	see comment		CFS8NM - Number of Children who have been on the Register for more than one year at end of period 17 CFS8DM - Number of Children on Child Protection Register at end of period 243		N/A - local indicator	New KPI - No data available for Q2 13/14	David Howes
CFS9 ↑  CFS9 - Percentage of children in mainstream foster care who are placed with Foster Swansea	GREEN  63.6%	63%	↔	62.8%	↑	see comment		CFS9NM - The number of Children who are placed with a family, in a foster placement supported by Foster Swansea at end of period. 185 CFS9DM - Total number of children looked after in a foster placement at end of period 291		N/A - local indicator	New KPI - No data available for Q2 13/14	David Howes

PI & desired direction of Travel	Result	Target	20% Above Target	Perform	Trend since	Perform	Trend since	N – Numerator * D – Denominator		Swansea's Position in Wales	Comments (Explanation and Actions)	Responsible Head of Service
	Q2 14-15	Q2 14-15	Q1 14-15	Q1 14-15	Q1 14-15	Q2 13-14	Q2 13-14	Q2 14-15	Q2 13-14			
<b>CFS10 ↓</b>  CFS10 - Number of children in residential care	<b>GREEN</b>  40.00	50.00	↔	48.00	↑	see comment		CFS10NM - Total number of children supported in residential forms of care, including mother and baby and specialist residential/educational services 40		N/A - local indicator	New KPI - No data available for Q2 13/14	David Howes
<b>CFS11 ↑</b>  CFS11 - Percentage of children looked after in a family placement	<b>GREEN</b>  91.6%	91%	↔	90.9%	↑	see comment		CFS11NM - The number who were in foster placements or placed for adoption at end of quarter 471 CFS11DM - Total number of children who were looked after at end of quarter 514		N/A - local indicator	New KPI - No data available for Q2 13/14	David Howes
<b>Improvement Objective: People are safe, well and supported to live independently (Adult Services)</b>												
<b>AS4 ↑</b>  AS4 - Percentage of clients returning home following reablement	<b>RED</b>  53.1%	60%	↔	67.6%	↓	see comment		AS4NM - Number of clients returning home after a period of reablement 26 AS4DM - Total number of clients discharged 49		N/A - local indicator	Changes have been impacted by demand and discharge for admission which prevents delays in making hospital beds available. Reablement is a key aspect of the budget strategy and sustainable model and performance will need to be monitored, as well as the development of robust data reporting.	Carol Rea
<b>SSA2 ↓</b>  SSA2 - The average number of working days taken from completion of the care plan and / or installation of aids / equipment	<b>AMBER</b>  9.001	9.00	↔	10.10	↑	see comment		SSA2NM - The total number of working days taken to provide and/or install aids/equipment 6,985 SSA2DM - The total number of items of aids/equipment provided and/or installed during the year 776		N/A - local indicator	Performance has been affected by the emphasis on larger & critical items of equipment (e.g. specialist beds). These reduce the ability to deliver smaller items of equipment. We will continue to monitor performance with partners, the performance is however in line with what has been agreed with other LA and Health Board partners across Western Bay.	Carol Rea

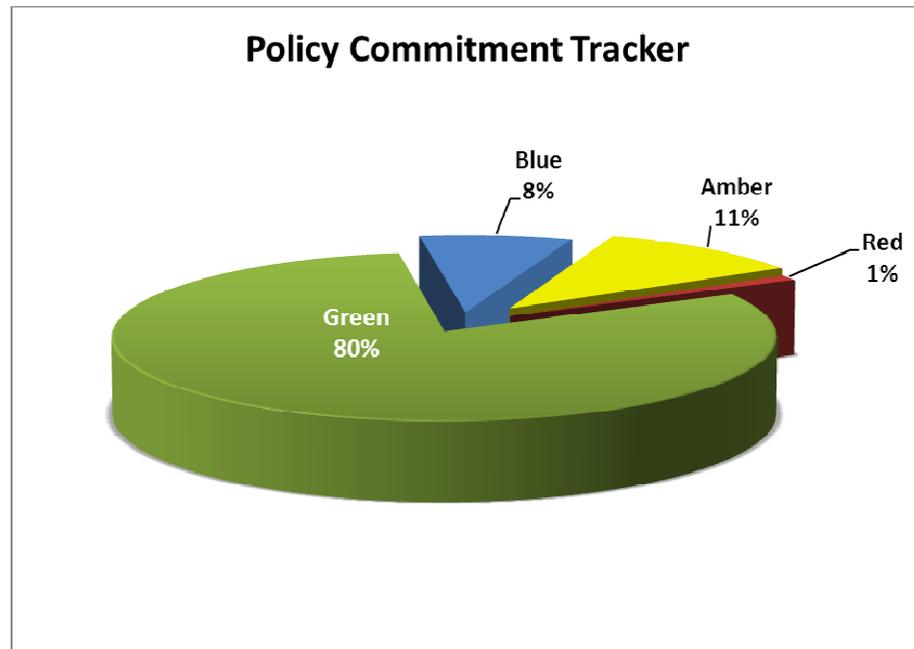
## Appendix B – Policy Commitments Tracker - by Manifesto Theme: Progress by Quarter 2 2014/15

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

Progress is denoted by a BRAG status as follows:



Progress by Quarter 2 2014/15 is summarised in the following chart:



## Policy Commitments Tracker, by Manifesto Theme

Standing Up for Strong Council Finances				
Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status <sup>1</sup>
Undertake an urgent review of the Council's finances and assets in order to start putting the management of these on a sensible, sound long-term basis  (ref: 3.1)	A robust and rigorous financial model and budget strategy.  A sound financial position.	The Budget Review Group has been established to review all aspects of the Council's budgets and a new Budget Strategy has been developed as part of Sustainable Swansea  Cabinet approved of the Sustainable Swansea delivery programme on 29 July 2014  Mid-term Budget Statement reported to Cabinet on 21 October 2014  Council Budget approval 17 February 2014	Head of Financial Services & Chief Operating Officer (Property Assets)  Leader Rob Stewart  Cllr Clive Lloyd	<b>Amber</b>  Budget Tracker in place for 2014/15; savings currently at 88%

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

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status <sup>2</sup>
Seek to ensure that Council expenditure and other local public bodies make on the procurement of goods and services, for the benefit of the local economy, jobs and training. (ref: 3.4)	The benefits of Council expenditure and the expenditure of other public bodies is maximized in the local areas	<p>Many contracts to date have incorporated social benefit clauses. Ongoing Beyond Bricks and Mortar initiative to be delivered in line with performance targets.</p> <p>Expenditure in Swansea SA1 – SA8 improved from £73m 2011/12 to £85m 2012/13</p>	<p>Head of Economic Regeneration &amp; Planning &amp; Strategic Procurement Manager</p> <p>Leader Rob Stewart</p> <p>Cllr Robert Francis Davies</p>	<b>Green</b>

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

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status <sup>3</sup>
<p>Explore collaborative and innovative ways in which local services can be financed and delivered most efficiently.</p> <p><b>(ref: 3.4)</b></p>	<p>New models of service delivery which are collaborative and innovative</p>	<p><i>Sustainable Swansea, fit for the future</i> is the Council's future service and budget strategy and provides the framework to agree which services we will provide in the future different funding options and alternative delivery models for these.</p> <p>Innovation Programme in place.</p> <p>Cabinet approved the Sustainable Swansea delivery programme on 29 July 2014.</p> <p>Re-commissioning programme to be agreed by Cabinet in December 2014.</p>	<p>Director of Corporate Services</p> <p>Leader Rob Stewart</p> <p>Cllr Clive Lloyd</p>	<p><b>Green</b></p>

<sup>3</sup> Blue = complete, Green = on track, Amber = progress delayed / concerns with delivery, Red = significant delays / no progress

## Standing Up for Council Democracy

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Implement a “Swansea Councillor Charter”, which is a higher standard of stewardship for Councillors beyond that anticipated in the Code of Conduct  <b>(ref: 4.5)</b>	Excellent standards of stewardships displayed by Councillors	This commitment has been delivered and the Charter is in place. However, the real outcome will take longer to achieve and evidence.  Evaluation to be undertaken after one year	Head of Democratic Services  Cllr Clive Lloyd	<b>Blue</b>
Introduce a ‘Pledge on Standards’ and work with the Standards Committee in developing its democratic structures, ensuring fairness, equality & efficiency.  <b>(ref: 4.7)</b>	Democratic structures are fair, equal and efficient.	This commitment has been delivered and the Pledge is in place.  Evaluation to be undertaken after one year	Head of Democratic Services  Cllr Clive Lloyd	<b>Blue</b>
Consult the Standards Committee and agree best practice with regard to new Committee structures & balance of representation aiming to promote efficiency of resource, equality of representation <b>(ref: 4.8)</b>	Democratic structures maximise the skills and knowledge within the Council.  Democratic structures have equality of representation	All Political Group Leaders and the Chief Executive have individually met with the Standards Cttee and members of the Standards Cttee now routinely attend Cllr training sessions, so they are trying to be more active with Cllrs to promote two way communication	Head of Legal, Democratic Services and Procurement  Cllr Clive Lloyd	<b>Blue</b>

## Standing Up for a City of Learning

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Develop with partners a 10-year 'City of Learning' strategic plan for the city's lifelong education and training system.</p> <p><b>(ref: 6.5)</b></p>	<p>A clear coherent Learning Plan for the city's lifelong education and training system.</p> <p>Opportunities for learning and training for all.</p>	<p>Swansea Learning Partnership includes a range of learning providers working together to develop this strategic approach.</p> <p>Swansea was named as the UK's UNESCO Learning City and has adopted entrepreneurial skills as its key focus and has signed the Beijing Declaration on Learning City.</p>	<p>Director of People</p> <p>Cllr Jennifer Raynor</p> <p>Cllr Robert Francis Davies</p>	<p><b>Amber</b></p>
<p>Adopt a new dynamic relationship with schools, the further education college, the two universities and the city's employers.</p> <p><b>(ref: 6.5)</b></p>	<p>Effective collaborative relationships between the Council, schools, further education colleges, local universities and the city's employers.</p>	<p>Employment Training is exploring closer working with Gower College Swansea around Work Based Learning.</p> <p>The Swansea Guarantee continues to operate.</p>	<p>Director of Place (uni/employers) &amp; Director of people (schools/FE)</p> <p>Cllr Jennifer Raynor</p> <p>Cllr Robert Francis Davies</p>	<p><b>Amber</b></p> <p><b>Joint bid for Work Based Learning contract made with Gower College Swansea.</b></p> <p><b>Funding reductions from WG for 2015 onwards will affect work.</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it (including next steps)	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status <sup>4</sup>
Encourage greater collaboration between schools.  (ref: 6.6)	Effective collaboration between schools.  Sharing best practice, resources and support between schools.	Expand the growing network of Professional Learning Communities (PLCs) across all Swansea schools. Put a regional network of System Leaders in place to support groups of PLCs	Chief Education Officer  Cllr Jennifer Raynor	<p><b>Amber</b></p> <p><b>There are various types of PLCs already in place Continue to set-up PLCs. Swansea Secondary schools have established networks/ PLCs for all subjects not core.</b></p> <p>Schools will be targeted for School to School support funded through SEG</p>
Implement a programme for sharing best practice between teachers & schools.  (ref: 6.6)	Best practice which is effectively shared between teachers and schools.	Continue to use Swansea Education forums and Swansea's 'Edunet Portal for Learning' to share best practice in Swansea schools	Chief Education Officer  Cllr Jennifer Raynor	<p><b>Green</b></p> <p><b>School to School support funded through SEG.</b></p> <p><b>Portal development continues</b></p>

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

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Explore ways of improving pupil engagement and attendance.</p> <p><b>(re: 6.6)</b></p>	<p>Improved pupil engagement and attendance</p>	<p>Continue the significant focus and initiatives in place - Improve attendance so pupils engage more in learning. Reductions in exclusions. Reduction in NEETs.</p>	<p>HoS Education Inclusion</p> <p>Cllr Jennifer Raynor</p>	<p><b>Green</b></p> <p>Attendance: There has been significant improvement in both primary and secondary school attendance in 2013-14. However, similar improvement in other authorities affected comparative performance for schools and the authority so national ranking in published secondary attendance did not improve.</p> <p>There is a continuing downward trend in fixed exclusions of 5 days or less and 3 permanent exclusions (secondary) in 2013-14.</p> <p>Exclusions: The average length of exclusions of more than 6 days is still a concern.</p> <p>The next NEETs statistics are due in Nov 2014.</p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Introduce an ambitious, rigorous and supportive school performance framework.</p> <p>(ref: 6.6)</p>	<p>An ambitious, rigorous and support school framework</p>	<p>Implementing the School Effectiveness Framework. Use of the RSCIF to categorise schools and target support, challenge and intervention according to need.</p>	<p>Chief Education Officer  Cllr Jennifer Raynor</p>	<p><b>Green</b></p> <p><b>New team of Challenge Advisers and Performance Specialists in place – need to assess their impact.</b></p> <p><b>New national categorisation system for schools in Autumn 2014 needs to be embedded and impact.</b></p>
<p>Raise educational standards and the performance of all schools and pupils in Swansea.</p> <p>(ref: 6.7)</p>	<p>Improved educational standards and outcomes for all pupils</p>	<p>Implementing the School Effectiveness Framework. Introduction of Regional Challenge and Intervention Framework to targets / challenge / intervene according to need. Numeracy and literacy strategies.</p>	<p>Chief Education Officer  HoS Education Inclusion  Cllr Jennifer Raynor</p>	<p><b>Green</b></p> <p><b>Good improvement in 2013-14 in all indicators, including new national literacy and numeracy tests..</b></p> <p><b>Foundation Phase needs to improve more</b></p> <p><b>Some schools will be targeted to improve.</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Re-balance school funding to focus on need.  <b>(ref: 6.7)</b>	School funding is re-balanced according to need	Maintain the management of Education funding as a 'One Education Budget'. Maintain the engagement with schools via the School Budget Forum and sub-groups - Visibility of all Education budget pressures and challenges and understand the implications on schools' delegated budget.	Chief Education Officer  HoS Education Planning & Resources  HoS Education Inclusion  Cllr Jennifer Raynor	<b>Green</b>  <b>Progressing. Ongoing review via School Budget Forum meetings and process. On track - annual challenges, changes to funding and changing needs are understood and addressed. Reflected in Medium Term Financial Plan (e.g. service reviews) and Sustainable Swansea workstreams.</b>
Ensure 85% of Government education funding is delegated directly to school's budgets, with the remainder for targeted specialist school and teacher support.  <b>(ref: 6.7)</b>	85% of education funding is delegated directly to schools.	On-track to deliver 85% delegation by 2014/15. We have moved from 73.5% delegated to schools in 2011 to 82.9% delegated for 2013/14	Chief Education Officer  HoS Education Planning & Resources, HoS Education Effectiveness, HoS Education Inclusion & Head of Finance (for the 85% delegated budget)  Cllr Clive Lloyd	<b>Green</b>  <b>84.8% delegation rate for 2014/15 – would have exceeded 85% if it had been possible to delegate the additional funding for the Living Wage (which will happen in 2015/16).</b>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Promote community-focused schools and 'family learning'.  (ref: 6.7)	Enhanced literacy and numeracy skills and reducing disadvantage through engaging with families.	Provide a programme of basic skills as part of the local and national literacy and numeracy strategies. Promote community-focused schools and 'family learning'.	HoS Education Inclusion  HoS Education Planning and Resources.  Cllr Jennifer Raynor	<b>Amber</b>  Tensions between budget and grant reductions and schools supporting their community
Implement a Swansea Pledge to ensure all 18-24 year olds have access to quality employment, education, and enterprise or training opportunities.  (ref: 6.10)	All 18 – 24 year olds have access to quality employment, education and enterprise or training opportunities.	The implementation plan of the Youth Progression and Engagement Framework is being developed, outlining how the Council will develop the Swansea Guarantee and provide support for NEETs.	Head of Poverty.  Head of Education Inclusion  Cllr Christine Richards	<b>Green</b>  Youth Guarantee in place  Developing our understanding and approach to targeted key worker roles
Explore setting up a Swansea Skills Campus and a Swansea-wide apprenticeship scheme and seek support for this from other employers in the city. (ref: 6.10)	A skills campus and a Swansea wide apprenticeship scheme aiming to motivate learners and unemployed who lack ambition in relation to learning and progression.	A joint report is being prepared for Executive Board discussion in August setting out current work.. Subject to agreement, prepare a pilot of a Swansea wide apprenticeship scheme.	Head of Economic Regeneration & Planning  Cllr Christine Richards	<b>Green</b>  Inform Swansea is up and running with opportunities  Apprentices sought annually by the Council  Job's clubs and Youth services supporting people to access opportunities

## Standing Up for Jobs and Regeneration

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Work with partners and the business community to promote Swansea Bay City region positively; to attract investment and creating the right conditions for jobs, businesses and wealth.</p> <p><b>(ref: 7.1)</b></p>	<p>A more competitive and prosperous city region</p>	<p>Strategy adopted and City Region has been launched. Board meetings are taking place and project development underway. Support Unit for Board is under discussion. Knowledge Economy and Innovation Group established.</p> <p>Campaigns are underway to target potential, capitalising on both the sport and cultural opportunities. Pro-active targeting of potential investors.</p>	<p>Head of Economic Regeneration &amp; Planning &amp; Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>Discussions with WEFO regarding funding for Knowledge economy projects has commenced and an update report for the City Region Board is scheduled for November</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Seek a new strategic alliance with the city's two universities and support Swansea University in its creation of a Science and Innovation Campus and work with Swansea Metropolitan University to develop its expertise in the media and creative arts</p> <p>(ref:7.6)</p>	<p>A new alliance with the city's two universities</p> <p>The creation of a Science and Innovation campus</p> <p>Supporting Swansea Metropolitan university to develop its expertise in the media and creative arts.</p>	<p>Knowledge Economy &amp; Innovation Group established under auspices of City Region Board, to provide support to the universities in order to facilitate their development</p> <p>Developing the City of Culture Strategy. Further development of the partnerships underway associated with the submission of the Ideas, People and Places Bid to ACW in May 2014.</p>	<p>Head of Economic Regeneration &amp; Planning &amp; Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>Concordat drafted for discussion.</b></p> <p><b>KE&amp;I Group meeting and reporting to SBCRB.</b></p>
<p>Work closely with the city's two universities, the Welsh Government and other partners to develop a 'Creative City Region' strategy and build Swansea as a science, technology and creative capital, developing a dynamic knowledge-based economy</p> <p>(ref: 7.6)</p>	<p>A Creative City Region.</p> <p>A strong focus on science, technology, with a dynamic knowledge economy</p>	<p>Strategy Adopted and City Region launched. Projects ideas under development, including knowledge &amp; innovation projects.</p> <p>Knowledge Economy &amp; Innovation Group established under auspices of City Region Board, to provide support to the universities and the private sector in order to facilitate their development</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>Thematic group for Creative Industries agreed by SBCRB. Group members to be identified. CCS to support the work of the group.</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Working with others to create a clear, coherent and balanced approach to the city centre.</p> <p><b>(ref: 7.7)</b></p>	<p>A clear and improved city centre offer.</p>	<p>The city centre review is underway which includes public consultation &amp; engagement to help shape the future development strategy. A “future cities” conference with international speakers is being organised with DCfW to take place in October</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>Conference held. Stakeholder engagement underway.</b></p> <p><b>Public consultation and marketing of key site to take place early in New Year.</b></p>
<p>A City Centre strategy in line with the principles of good urban design.</p> <p><b>(ref: 7.7)</b></p>	<p>An improved city centre offer which is based on good urban design.</p>	<p>The city centre review is underway which includes public consultation &amp; engagement to help shape the future development strategy and support future funding bids..</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>Conference held. Stakeholder engagement underway.</b></p> <p><b>Public consultation and marketing of key site to take place early in New Year.</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Plans for a sustainable transport system (City Centre).</p> <p>(ref: 7.7)</p>	<p>A sustainable city centre transport system. Reduced pollution and congestion. Healthier and more active lifestyles</p>	<p>Sustainable modes of transport are being developed as part of our Regional Transport Plan. The Cycle Action Plan has been agreed, The Swansea Bay City Region Board has identified the City Centre and sustainable connectivity as a priority for action. The introduction of the Active Travel Act and the responsibilities on Local Authorities to map current and aspirational cycle routes, make progress on improving facilities and promoting walking and cycling will support this policy commitment.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Improve perceptions of our city as a place to work, to visit and to live.</p> <p>(ref: 7.7)</p>	<p>An increase in positive perceptions about Swansea city centre being a positive place to work, visit and live.</p>	<p>The city centre review is underway which includes public consultation &amp; engagement to help shape the future development strategy. A “future cities” conference with international speakers is being organised with DCfW to take place in October. Vibrant &amp; Viable Places funding has been awarded and City Region Board support has been secured to commence discussions with WEFO regarding EU funds. A launch of the revised strategy and development prospectus will take place in the New Year.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>Discussions held with WEFO and WG regarding the Realising the Potential delivery.</b></p> <p><b>Conference held. Stakeholder engagement underway.</b></p> <p><b>Public consultation and marketing of key site to take place early in New Year.</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Aim to enhance our public spaces and adopt a coherent approach to our city's built heritage and empty properties.</p> <p>(ref: 7.7)</p>	<p>Enhanced public spaces and coherence in relation to the city's built heritage and empty properties</p>	<p>Cabinet have agreed a buildings at risk strategy and have allocated funding from the Regeneration Assistance Grant in order to support a prominent listed building at risk. In addition, an empty property officer is employed in Housing and Public Health, to help bring empty residential properties back into use.</p> <p>The city centre review is underway which includes public consultation &amp; engagement to help shape the future development strategy. This work has a significant urban design input.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>Tenders for works to Palace Theatre have been received and are under review.</b></p> <p><b>City Centre Conference held. Stakeholder engagement underway.</b></p> <p><b>Public consultation and marketing of key site to take place early in Ney Year.</b></p>
<p>Seek to increase the number of people living in our city centre and improve the mix of housing type and tenure.</p> <p>(ref:7.7)</p>	<p>An increase in the number of people living in the city centre and an improvement in the mix of housing type and tenure</p>	<p>An allocation of £8.4m has been awarded by WG – Vibrant and Viable Places funding to support the Council's Realising the Potential programme, which includes a significant quantity of new and refurbished properties within the city centre.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>RtP programme delivery and monitoring underway.</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Work with businesses and local communities to support imaginative and sustainable development of smaller suburban retail centres.</p> <p><b>(ref: 7.8)</b></p>	<p>The development and sustainability of smaller suburban retail centres.</p>	<p>Regeneration funding and RDP funding is currently being deployed in eligible areas, providing support for projects that enhance and create opportunities. District Regeneration Assistance Grant - Flexible funding to support a range of business activities, has been awarded to businesses following the invitation and assessment of bids..</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>RDP programme delivery ongoing.</b></p> <p><b>RAG assistance was allocated in 2013/14 and discontinued in 2014/15.</b></p>
<p>Tackle Poverty and unemployment, especially among young people and within the most deprived communities. Draw up and implement an anti-poverty action plan for the city</p> <p><b>(ref: 7.9)</b></p>	<p>The development and implementation of an anti-poverty plan.</p> <p>The reduction of poverty and unemployment, especially within the most deprived areas</p>	<p>A draft poverty strategy and action plan have been produced (including a poverty profile and a performance framework). There are plans to develop an external Poverty Partnership under the auspices of the LSB.</p>	<p>Director of People and the Head of Poverty and Prevention</p> <p>Leader, Rob Stewart</p> <p>Cllr Will Evans</p>	<p><b>Green</b></p> <p><b>Tackling Poverty Strategy has been finalised after a consultation period and is being launched at Council on 4<sup>th</sup> November 2014</b></p> <p><b>Swansea Partnership Poverty Forum has met twice looking at its role and then working on a big issue of post LAC support in Swansea.</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Explore with Swansea's Credit Union, new ways it can use the extra powers provided by the last Government to make loans to micro businesses, to support expansion of local economic activity in our city. (ref: 7.12)</p>	<p>To increase the number of loans to micro businesses in order to increase economic activity.</p>	<p>Supporting and developing Credit Unions in relation to lending to micro-business</p>	<p>Head of Poverty and Prevention  Cllr Will Evans</p>	<p><b>Green</b></p> <p>One loan has already been secured through the Credit Union and UK steel grants. Other opportunities are being sign-posted as they arise.</p> <p>Credit Union Review is underway to assist in the future direction, priorities and funding of the credit union</p>
<p>With other public sector employers explore the feasibility of implementing a 'Living Wage' for those employed on low incomes. (ref: 7.12)</p>	<p>Encourage other employers in the city to pay the present Living Wage rate of £7.45 per hour to any staff under this at present.</p>	<p>The Council has implemented the Living Wage in April 2014.</p> <p>An initial meeting to discuss the potential for Swansea University to adopt a Living Wage was held, and advice and support given to the University in order that they can progress this.</p>	<p>Head of Poverty and Prevention  Cllr Will Evans</p>	<p><b>Green</b></p> <p>Swansea Uni is looking at implementing the Living Wage</p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Work with Moneyline Cymru and the local credit union to help low-income citizens with affordable loans and personal finance.</p> <p>(ref: 7.12)</p>	<p>To increase access to affordable loans for low income citizens.</p>	<p>Increase the sustainability of the CU by increasing the number of savers and promote affordable alternatives to payday loans and door step lenders for staff who may be experiencing financial difficulties.</p> <p>The SIU is working with the Credit Union to increase the number of CCS saving with CU via payroll deduction</p>	<p>Head of Poverty and Prevention</p> <p>Cllr Will Evans</p>	<p><b>Green</b></p> <p><b>The Financial Inclusion Steering group has been working on publiciing other loan opportunities and debt and finance support</b></p> <p><b>Credit Union review – looking at branding, support etc.</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Work with organisations such as Swansea Citizens' Advice Bureau and make targeted use of schemes such as Community First, to enhance the Council's existing Welfare Rights Unit to help low-income families, including working parents with children.</p> <p><b>(ref: 7.13)</b></p>	<p>To increase the accessibility and reach of advice in relation to benefits for families living in deprived areas.</p>	<p>Communities First staff are working closely with CAB to ensure that any outreach is getting to the people who most need support, and helping the CAB to get new clients. The SIU are liaising closely with the Prosperous Officers maximizing their support to those in need</p> <p>Social Inclusion Unit is providing Welfare Rights Advice to support low-income families through key workers.</p> <p>We are working together across LSB member organisations to set up a Welfare Reform group that will coordinate the support available to local people.</p> <p>A Working group has been formed to develop Swansea's approach to the future implementation of Universal Credit. This will provide support to access ICT, delivery of training and key worker support. An option of receiving funding through the Local Support Service framework is being actively pursued</p>	<p>Head of Poverty &amp; Prevention lead</p> <p>Cllr Will Evans</p>	<p><b>Green</b></p> <p>Communities First are looking to increase the number of CAB advice sessions within Cluster areas</p> <p>The SIU and Prosperous officers are working together on debt and finance support for residents</p> <p>The SIU is working closely with third sector organisations e.g. Age Cymru, Coastal Housing etc. to understand and mitigate against the Impacts of Welfare Reform through the Welfare Reform and UC steering group.</p> <p>The SIU is working with Community Regen to maximise the use of assistance funds for benefits and employment support for Refugees available from JCP</p>



Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Develop and implement a quality sustainable tourism action plan to maximize the economic benefit for the city.  <b>(ref: 7.15)</b>	A sustainable tourism action plan	Incorporate Sustainability into Tourism decision-making at all levels. Prepare Sustainability Policy/Guidelines for C&T. Incorporate at all levels of Dept - Environmental, economic and social benefits to local, regional and national level.  Destination Management Plan in progress signed approved by Cabinet in Dec 2013	Head of Culture, Sport, Leisure and Tourism  Cllr Richard Francis Davies	<b>Green</b>  Destination Management Plan approved by Cabinet in Dec 2013. Delivery groups established and have met to implement and monitor the action plan. Plan reported to the March 27th steering group chaired by Cllr N Bradley.

## Standing Up for Strong Transport Links

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Complete Swansea's Park & Ride system with a scheme for the west of the city.  (ref: 8.1)	Park and ride system in the west of the city.	Feasibility work to be undertaken on possible site at former Emmanuel Garmmer school,, but no site or funding has been identified.	Head of Highways & Transportation.  Cllr Mark Thomas	<b>Red</b>
Work with the Welsh Government, neighbouring local authorities, transport users and providers to develop a sustainable transport plan for the city and region  (ref: 8.2)	To develop a sustainable transport plan for the city and region	Work will be undertaken with Swansea Bay City Region Board and other South West Wales authorities to support sustainable transport in Swansea. A Transport Adviser to the Board has been seconded and a joint local Transport plan will be submitted to the WG by January 2015.	Head of Highways & Transportation  Cllr Mark Thomas	<b>Green</b>
Work with the Welsh Government to lobby the Government in London to extend the electrification of the main line from London to Swansea.  (ref: 8.3)	An extension of the electrification of the main line from London to Swansea	An extensive lobbying exercise was undertaken collaboratively through the South West Wales councils and SWWITCH, and in partnership with local private sector representatives. This commitment has now been completed.	Head of Highways & Transportation  Cllr Mark Thomas	<b>Blue</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Explore with Welsh Government the creation of a Joint Transport Authority for Swansea and the wider city region.</p> <p><b>(ref: 8.3)</b></p>	<p>To develop a Joint Transport Authority for Swansea and the wider region.</p>	<p>From the 1 April 2014, funding for transport has been redirected to local authorities with input from the City Region Board. Details of arrangements for strategic transport planning and interface with the city regions to be confirmed.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p>
<p>Explore the introduction of 'oyster'-style travel cards</p> <p><b>(ref: 8.3)</b></p>	<p>To provide 'oyster style' travel cards, discounts and benefits.</p>	<p>The Welsh Government Bus Policy Advisory Group report published in June 2014 has recommended that further work be undertaken by the Fair Fares project to determine action needed to establish an all Wales ticketing system with interavailability between bus operators and with the rail network.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Amber</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Seek to follow NICE (National Institute for Health &amp; Clinical Excellence) Guidance on Physical Activity and the Environment.</p> <p><b>(ref: 8.4)</b></p>	<p>Interventions and activities are based on sound and robust evidence and evaluated practice.</p>	<p>Creating a Healthy and Active Swansea Action Plan aims to improve the health and wellbeing for everyone across the City and County - A Vision for Swansea; "The most Active, Healthy and Informed city in the UK, where a healthy lifestyle is the norm".</p>	<p>Head of Culture, Sport, Leisure and Tourism.</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>3.42 million physical activity visits achieved (target 3.4 million)</p> <p>On target to achieve 11% of 11-16 year olds participating in 20 or more extra-curricular sporting and physical activity opportunities</p> <p>No. of visits to sport and leisure centres per 1000 population achieved 8,224 (target 8,046).</p> <p>3 792 Passport to Leisure members achieved (target 3,600).</p> <p>74% of clients referred to the national exercise scheme due to ill-health / obesity still active after 12 months (target 53%)</p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Adopt the 'Wheelrights' Manifesto' and seek to significantly increase access to safe, quicker and more cost effective cycle &amp; walking routes through many areas of the city.</p> <p><b>(ref: 8.5)</b></p>	<p>Improved cycling and walking routes – safer, quicker and more cost effective.</p>	<p>The Wheelrights manifesto has been adopted. Working with Wheelrights and Sustrans, the council are implementing the city centre cycling network. Additional cycle links along Princess Way and Pleasant Street will be completed in 2014-15. A map of cycling routes in the centre centre has been published. A Swansea Bay Cycling Commuter Routes tube style map has been produced in conjunction with Neath Port Talbot CBC. Cycle links from residential areas to the city centre have been included in the draft Local Transport Plan Programme for Swansea to be submitted to WG in January 2015</p>	<p>Head of Highways &amp; Transportation.</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p>
<p>Encourage quality cycle training in schools and for adults.</p> <p><b>(ref: 8.5)</b></p>	<p>An increase in cycling and improved levels of road safety whilst cycling.</p>	<p>A programme of cycle training for school children and police officers has been delivered. However, this is likely to be reduced following a reduction in Welsh Government funding</p>	<p>Head of Highways &amp; Transportation.</p> <p>Cllr Mark Thomas</p>	<p><b>Amber</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Encourage the emergence of the electric car and explore local authority controlled car parks being equipped with electric car recharging points.</p> <p>(ref: 8.6)</p>	<p>The great use of electric cars with Local Authority car parks fitted to facilitate their use.</p>	<p>The Council are currently piloting the use of 9 electric cars within their corporate Building and Property service department and if it is successful, it will be rolled out further. A feasibility study is being undertaken in relation to the installation of electric car charging points at key sites in the city.</p>	<p>Chief Operating Officer Head of Highways &amp; Transportation Cllr Mark Thomas</p>	<p><b>Green</b></p> <p>Whilst much of the fleet renewal programme has been suspended whilst work to reduce fleet size is ongoing, some new vehicles have been procured. One additional electric car has been ordered for Gower AONB, as well as three Euro 6 HGV vehicles also on order. Trials of electric vans and hybrid trucks are currently on-going. Cross-sector electric vehicle working group is now preparing a grant funding bid for charging points within County, with an expectation of submission and response early 2015 and includes the University, DVLA and AMBU alongside CCoS.</p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Consider introducing a Quality Bus Partnership and Quality Bus Contract between the Council and bus operators. Simplified services, improved bus priorities and service frequencies, especially to poorer communities, plus a simplified fares system.</p> <p><b>(ref: 8.8)</b></p>	<p>Improved and simplified services and fares, especially within deprived communities</p>	<p>A feasibility study has been undertaken in relation to the introduction of a Bus Quality Contract Scheme. However, the research concluded that it was very costly to implement at a time of financial uncertainty for the Council and that there was no evidence elsewhere in the UK of a Bus Quality Contract Scheme being implemented. The Cabinet Advisory Committee will be considering the feasibility of a Quality Bus Contract in the next few months. Voluntary Bus Partnerships are currently being investigated by Officers as a potential alternative which can be implemented more quickly and with less long term financial commitment.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Amber</b></p>
<p>Using existing licensing arrangements to ensure that taxi points are safe, well lit and stewarded.</p> <p><b>(ref: 8.9)</b></p>	<p>Safe, well lit and stewarded taxi points</p>	<p>The Council have supported and jointly funded the provision of Taxi Marshalls with the Business Improvement District (BID) at specific taxi ranks on key dates through the year.</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>Ongoing work, i.e. Licensing officers undertake regular out of hours enforcement and carry out visits to the taxi ranks.</p>

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

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Examine creating a new bus-rail interchange at Swansea rail station.</p> <p><b>(ref: 8.11)</b></p>	<p>Greater connectivity between bus and rail services.</p>	<p>The Council have undertaken a review of bus service/rail service connections and improved connectivity by placing screens with information about busses in the train station and vice versa</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Blue</b></p>
<p>Carry out studies, with local bus companies, to explore the feasibility of introducing a discount entitlement card for teenagers up to 19 years old.</p> <p><b>(ref: 8.12)</b></p>	<p>Discounted bus fares for young people aged 16-18 years.</p>	<p>Working in partnership with First Cymru, we have introduced reduced bus fares for young people aged 16 – 18 yrs</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p> <p>Cllr Christine Richards</p>	<p><b>Blue</b></p>
<p>Examine providing the city centre's main streets with continuous covered walkways to guarantee weather proof shopping.</p> <p><b>(ref: 8.14)</b></p>	<p>The introduction of covered walkways to guarantee weather proof shopping.</p>	<p>An assessment will be carried out as part of the review of the City Centre Strategic Framework. If feasible, proposals could be implemented as part of the Realising the Potential infrastructure projects.</p>	<p>Head of Economic Regeneration &amp; Planning.</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>Concept under consideration as part of ongoing city centre review.</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Review the existing city centre road system with a view to a phased simplification and improved accessibility for pedestrians and cyclists.</p> <p><b>(ref: 8.15)</b></p>	<p>Simplification of the city centre road system and improved access for pedestrians and cyclists.</p>	<p>Traffic signals team have been reviewed, revised and simplified on Kingsway. Traffic signals team have also made improvements on the Boulevard. Consultation with city centre businesses / BID has commenced to assess the feasibility and impact of more substantial changes</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p>
<p>Examine the feasibility of introducing a comprehensive city centre parking system and adopting a more flexible charging regime in local authority controlled car parks.</p> <p><b>(ref:8:15)</b></p>	<p>A comprehensive city centre parking system and flexible charging regime.</p>	<p>Initial review of parking tariffs undertaken. New pay and display machines to be provided.</p> <p>Modern car parking, software and payment systems are being installed within the city centre</p> <p>Actions for the parking review have been completed. A review of the parking tariffs, incorporating Sunday charging will be available in September</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Introduce a 20mph speed limit in residential areas across the city, examine introducing a 20mph speed limit on most roads in the city centre and appropriate speed limits in rural areas.</p> <p><b>(ref: 8.16)</b></p>	<p>Reduced traffic speed and improved safety, and perception of safety, around schools. Encourage walking and cycling to school.</p>	<p>A 20mph speed limit has been introduced in roads around 11 primary and secondary schools.</p> <p>A comprehensive package addressing the majority of schools in Swansea has been approved by Cabinet members for Place and Education, and the package is being delivered through a rolling programme.</p>	<p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p>

## Standing Up for High Quality Health and Social Services

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Ensure a new emphasis in Social Services on prevention and early intervention - investing in the conditions which maintain independence and support families, rather than dealing with the consequences of family break down.</p> <p><b>(ref: 9.4)</b></p>	<p>Preventing problems from occurring and/or intervening at early stage when problems first present, in order to prevent additional needs from escalating and becoming more complex, requiring specialist intervention</p>	<p>The new emphasis on prevention &amp; early intervention services, focuses on the development of strengthening universal approaches, identifying risk and promoting resilience,. Under the Sustainable Swansea Prevention workstream, staff will mapping and analysing existing provision, developing a new assessment framework and pathways of support to ensure a coherent Team Swansea approach.</p>	<p>Director of People</p> <p>Head of Poverty and Prevention</p> <p>Cllr Jane Harris</p> <p>Cllr Christine Richards</p>	<p><b>Green</b></p> <p><b>Prevention workstream in Sustainable Swansea – Invest to Save Prevention Fund. There is a full list of preventative projects which have been agreed subject to baseline evidence</b></p> <p><b>These projects have been developed in conjunction with Social Services – Child and Family and Adults, and include Local Area Coordination, Adult Family Group Conferencing and Volunteering and Befriending</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Investigate the creation of a Social Impact Bond to help reform Children's Social Services, investing in new preventive services to help families care for their own children, and to draw back to the city, children who are currently cared for 'out of county'.</p> <p>(ref: 9.4)</p>	<p>To increase the number of children cared for out of county – back into the city and to support families care for their own children</p>	<p>We have developed a 5 year strategy for Looked After Children in order to reduce the number of children requiring Out of County care. We are improving the interface with early intervention and prevention services, such as Team Around the Family (TAF). Locality teams within Child and Family services e.g. Penderry, Townhill, East and West, are supporting children in their local community more effectively</p>	<p>Director of People</p> <p>Head of Poverty and Prevention</p> <p>Head of Child &amp; Family Services</p> <p>Cllr Christine Richards</p>	<p><b>Green</b></p> <p><b>The Prevention work stream of Sustainable Swansea is taking forward the project on the Continuum of support to children and families to develop a more integrated model between:</b></p> <ul style="list-style-type: none"> <li>- Early Intervention and Prevention services such as Team Around the Family (TAF),</li> <li>- Children and Family Services such as Internal Family Support Services, Option 2</li> <li>- Western Bay Regional services such as Intensive Family Support Service (IFSS)</li> </ul> <p><b>A Continuum Model has been agreed.</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Relocate social services to work directly in the communities they serve and co-locate them with other council services and partner agencies in these localities, such as education, housing and health.</p> <p><b>(ref: 9.5)</b></p>	<p>To increase the number of support services offered by Social Services and their partners in the communities in which they serve.</p>	<p>We have taken opportunities to re-locate provision in communities and with partner agencies where it is appropriate and achievable. For example, we are working with ABMU to develop t</p> <p>integrated health and family services to older people and people with disabilities through the development of 3 network hubs working within local communities,</p>	<p>Director of People</p> <p>Chief Operating Officer (Social Services)</p> <p>Head of Adult Services</p> <p>Head of Child and Family Services</p> <p>Cllr Jane Harris</p>	<p><b>Green</b></p> <p><b>Through a jointly agreed Integration Plan, and statement of intent, we are continuing to working closely with Health partners, ABMUHB to support older people and people with chronic conditions</b></p> <p><b>-Common Access Point for all health and social care referrals in the community</b></p> <p><b>-Community Network Hubs scheduled to be operational by end of 2014/15</b></p> <p><b>- Intermediate Tier (1yr grant funded by Welsh Govt)</b></p> <p><b>- Joint Commissioning</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Better integrate systems, ensuring far more effective links between adult and children's services and between social services, education and local health services.</p> <p><b>(ref: 9.6)</b></p>	<p>Integrated pathways of support across departmental and organisational boundaries.</p>	<p>The Council has restructured to ensure that such links and integration of systems are made. The Prevention workstream in the Sustainable Swansea strategy contains a number of projects to enhance this further. A Transition protocol has been developed to provide a clear pathway to adulthood for disabled young people in Swansea.</p> <p>Integration with health services is a key priority that is being pursued on a regional level through Western Bay collaborative arrangements, and at a local level through a newly established Integration Board between health and social services.</p>	<p>Director of People</p> <p>Chief Operating Officer Social Services</p> <p>Chief Education Officer</p> <p>Cllr Jane Harris</p> <p>Cllr Christine Richards</p>	<p><b>Green</b></p> <p><b>The Prevention work stream of Sustainable Swansea is taking forward a project on the Continuum of support to children and families to develop a more integrated model. Local Transition support is to be located at the front door to make greater use of prevention and early intervention services such as Coastal as the enablers of wellbeing. There are also opportunities for regional commissioning re. transition and integrated services.</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Play a full part in the 'Healthy Cities' initiative, to address the health inequalities and differences in life expectancy across the city.</p> <p>(ref: 9.6)</p>	<p>A reduction in health inequalities and difference in life expectancy across the city.</p> <p>Improvements in health outcomes and a healthier lifestyles for those people living in the most deprived communities.</p>	<p>The Council continues to develop its work on Phase 5 Health City and has applied for Phase 6. We are working with health partners to develop a Healthy and Active Swansea Action Plan - A Vision for Swansea; "The most Active, Healthy and Informed city in the UK, where a healthy lifestyle is the norm". This includes a number of projects and initiatives to increase the numbers of people, especially children, making use of sport and leisure activities. We have promoted the Grow Local Scheme via the Community Food and Growing team in partnership with Communities First and Schools. We have drafted the strategy to Give Every Child the Best Start in life and action plan in partnership with the Health Board, to ensure we are intervening early to provide better support at critical points in a child's development.</p>	<p>Director of People  Cllr Mark Child</p>	<p><b>Green</b></p> <p><b>Giving Every Child the best start in life is progressing – a Statement of Readiness and an early years strategy is being finalised.</b></p> <p><b>A conference is being held on 17<sup>th</sup> November 2014 to develop a delivery plan.</b></p> <p><b>The Council has achieved Phase 6 Healthy City status with Health colleagues – Healthy Cities Board</b></p> <p><b>Continuing with community growing guide and support.</b></p> <p><b>Looking at a Healthy Nightlife group as part of the Healthy Cities and Safer Swansea work.</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Intervene in the market in social and residential care to ensure, where provision is of last resort, that there is a diverse range of suppliers, including not-for-profit, cooperative and social enterprise providers.</p> <p>(ref: 9.7)</p>	<p>High quality social care and residential provision – offered by range of providers</p>	<p>Western Bay Regional Programme. Transforming Adult Social Services (TASS) is developing commissioning plans based on shared service models to shape the future social care market and to ensure there is sustainable independence.</p> <p>Interventions are being supported by new collaborative arrangements such as 4Cs and the Western Bay Procurement Hub and supported by effective governance arrangements.</p> <p>Through the Sustainable Swansea budget strategy, there are a number of projects to support the development of new models of delivery, including closer working with the third sector. Work is underway to develop an Intermediate Care Tier taken forward through Western Bay programme- Community Services workstream, with a common service model across the ABMU footprint and locally agreed arrangements. The first year of Intermediate Care Tier is supported through a successful regional bid, and business case made to the Welsh Government's Intermediate Care Fund..</p>	<p>Chief Social Services Officer</p> <p>Cllr Jane Harris</p>	<p><b>Green</b></p> <p><b>Progress is being made on regional collaborative work within Western Bay Regional Programme, and to identify opportunities for regional, joint commissioning.</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Invest in our staff at all levels in social services.</p> <p>(ref: 9.7)</p>	<p>A highly trained, capable and motivated workforce.</p>	<p>Continuing to roll out whole service training in coaching skills, signs of safety practice, person centred and solution focussed thinking which is equipping our staff to work effectively and sustainably with people, children and families in ways that recognise and build upon their own strengths and resources, fully utilising the wider family and community networks.</p> <p>Social services training plan, developed jointly with health a Development Plan that sits within the transformation programme A Social Care Workforce Development plan, which is reviewed and signed off by Welsh Government.</p> <p>We have a programme of development for existing qualified social workers to provide a pathway to progress their career . This programme will help achieve the cultural change necessary to achieve a new model of social care, and to embed a sustainable approach to performance management.</p>	<p>Chief Social Services Officer</p> <p>Cllr Christine Richards</p> <p>Cllr Jane Harris</p>	<p><b>Green</b></p> <p><b>We are delivering on the training programme as set out within Social Care Workforce Development Plan 2014/15, which has been agreed with Welsh Government</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Build stronger links with Swansea's universities and others, so that Social Services and providers keep abreast of best practice and new ideas in research and delivery.</p> <p><b>(ref: 9.8)</b></p>	<p>High quality local practice which is informed by national best practice and incorporating news ideas in research and delivery</p>	<p>A range of partnership arrangements in place with HEI's within Swansea and wider area to support training, practice research and service development , e.g. SMAT Learning Exchange, All Wales Social Care Research Collaborative (ASCC), Older People Area Network (OPAN) and specific research projects such as kinship care.</p> <p>Implementing a career progression for social workers that provides newly qualified social workers with an opportunity for consolidation of learning into improved practice supported by a new collaborative, Port Agored, made up of 12 Local Authorities and partnership with University of Wales Trinity Saint David.</p>	<p>Chief Social Services Officer</p> <p>Cllr Jane Harris</p>	<p><b>Blue</b></p> <p><b>We continue to build links with Swansea Universities, and officers are involved in the training programmes for social work students, in new practice areas such as Signs of Safety, Direct Payments.</b></p> <p><b>We are seeking to partner with Dept. of Life Sciences to evaluate Local Area Coordination as an innovative, research-based approach to organising support to older people.</b></p>

## Standing Up for Better Housing

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Target HMOs for improved standards of management and maintenance.  (ref: 10.2)	Improved standards and quality of housing	There is an active HMO inspection regime in place which is working towards identification of all HMO's Problematical ones are prosecuted. There were 1,562 licensed HMOs as at 31/10/13 and to date 2 landlords have been prosecuted and 6 issued with simple cautions for failure to license properties.	Head of Housing & Public Protection lead  Cllr David Hopkins	<b>Amber</b>  Increased number of owners selling HMOs or leaving them empty/letting as single households. Along with expired licences this has resulted in there being 1,507 licensed HMOs at 30/9/14  Work continues to process licence applications & investigate complaints.

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Work with Welsh Government, housing associations and the private sector to increase the supply of affordable housing.</p> <p><b>(ref: 10.3)</b></p>	<p>Provision of more affordable housing</p>	<p>The Council will work with the Welsh Government in relation to housing grants, in partnership with local RSL's to develop new sources of affordable accommodation and negotiate with the private sector.</p> <p>In addition to the £3m in Social Housing Grant the Authority was allocated, the Authority has for an extra £2.6m under the Welsh Government's Additional Capital Funding Programme and a further £1.6m has been secured from the Welsh Government's 'Smaller Properties' Programme.</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr David Hopkins</p>	<p><b>Green</b></p> <p>The Authority has been allocated Social Housing Grant of £2.77m for 2014/15. Monthly meetings are being held with the RSLs to ensure all this allocation is being spent.</p> <p>Another round of smaller properties funding has been announced for 14/15 and 15/16 to support the delivery of smaller homes. Schemes will be submitted to WG to ensure Swansea's allocation is spent..</p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Make public land available and using the planning system and, in partnership with others, develop innovative ways of raising the funds to deliver an increased supply of quality affordable housing</p> <p><b>(ref: 10.3)</b></p>	<p>More land available for the provision of affordable housing.</p>	<p>Progress the Local Development Plan (LDP) - Affordable Housing target and policies to meet future requirements. LDP Preferred Strategy and Sustainability Appraisal produced and consultations taken place. Deposit LDP in preparation for consultation.</p> <p>Discussions ongoing with Planning and Housing colleagues to release land as part of the disposal programme</p>	<p>Planning &amp; Corporate Building &amp; Property input</p> <p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Robert Francis Davies</p> <p>Cllr David Hopkins</p>	<p><b>Green</b></p> <p><b>Proposed LDP Deposit Plan allocations and settlement Boundary Review to be reported to Council in November</b></p>
<p>Prioritise those in housing need, especially the homeless.</p> <p><b>(ref: 10.4)</b></p>	<p>Social housing is allocated on the basis of need.</p>	<p>An allocations policy is in place to ensure accommodation is provided based on need. National legislation and guidance is applied to ensure priority is given to homeless households. The Council works in partnership with the private rented sector and housing associations to ensure there are additional housing options available to respond to housing need..</p>	<p>Head of Housing</p> <p>Cllr David Hopkins</p>	<p><b>Blue</b></p> <p><b>In-house Social Lettings Agency, funded by Supporting People, commissioned to increase the supply of good quality private rented accommodation to help meet housing need</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Support independent living; provide improved options for older people <b>(ref: 10.4)</b></p>	<p>More older people living independently</p>	<p>To meet the outcomes identified by older people that can them retain and achieve independence, to so that they can remain in their own homes for as long as possible.</p> <p>Housing contribution:</p> <p>Ensure the Sheltered Housing service continues to meet the requirement of older people taking account of the recommendations of Aylward report in relation to older person supported housing.</p>		<p><b>Green</b></p> <p><b>Completing the analysis of data from support plans and reviewing available resources.</b></p> <p><b>Since the last update there has been a notification of a reduction in SPPG funding for next year, although the scale of this reduction has not yet been determined, it is likely to impact on our service planning for meeting the requirements of Aylward.</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Increase funding for housing co-operatives and mutual housing  <b>(ref: 10.5)</b>	Provision of more affordable housing through new models of service delivery	<p>Cabinet considered scrutiny's study of affordable housing on 12<sup>th</sup> Nov 13 and welcomed approaches from co-ops and mutuals to help meet housing need, especially to tackle homelessness</p> <p>An assessment will be made on the contribution that co-ops could play taking into account Welsh Government developments/policy initiatives as part of Swansea's response to the challenge of delivering affordable housing.</p>	Head of Housing & Public Protection lead  Cllr David Hopkins	<b>Green</b>  <b>Consultation with RSL's and Wales Co-operative centre ongoing</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Utilise the £11million in the Housing Revenue Account to improve Council houses and provide a boost to a local construction industry.  <b>(ref: 10.5)</b>	Improved housing quality. Expenditure on housing improvements result in a direct benefit for the local construction industry.	The HRA Business Plan 2013/14 predicts that £11m reserves will be used by 2015/16 to fund capital expenditure. Improve quality of housing.	Head of Housing & Public Protection lead  Cllr David Hopkins	<b>Green</b>  <b>All available resources have been committed to the achievement of the WHQS</b>
Work with the Welsh Government and tenants to explore innovative ways in which to improve the quality of social housing.  <b>(ref: 10.5)</b>		Develop a business plan that improves the quality of housing up to WHQS by 2020. Revised HRA Business plan accepted by Welsh Government July 2013.  Submit new Business Plan for 2014  Consultation with tenants on achievement of the Welsh Housing Quality Standard and Housing Futures Programme is ongoing Improve quality of housing	Head of Housing & Public Protection lead  Cllr David Hopkins	<b>Green</b>  <b>Business Plan in place that identifies the required funding to improve the stock up to WHQS by 2020.</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Take action to address the blight of empty properties and increase the supply of housing. Work with the Welsh Government and its proposed Empty Property Loan Fund to bring empty properties back into use over four years.</p> <p>(ref: 10.6)</p>	<p>A reduction in the number of empty properties.</p> <p>Environmental improvements and an improved 'look and feel' of communities.</p>	<p>Work regionally to deliver the WG Houses to Homes Empty Property Loans fund.</p> <p>Access to low cost borrowing to encourage the reuse / conversion of empty properties for housing. (£1.6m drawn down on behalf of the region.)</p> <p>Work ongoing across various Public Health interventions in adherence with statutory processes</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr David Hopkins</p>	<p><b>Green</b></p> <p><b>20 Houses to Homes loans approved to help bring empty properties back into use as housing.</b></p>
<p>Put housing at the centre of community regeneration and ensure that all community regeneration, including housing investment, is based on a 'Community Benefit' approach in delivering jobs and training opportunities.</p> <p>(ref: 10.7)</p>	<p>Increase the number of regeneration projects with social benefit clauses in their contracts through the Beyond Bricks and Mortar initiative</p>	<p>We have incorporated the 'community benefit' clause within tender documentation for major capital projects such as the construction of the new site for Morrision comprehensive school, Burlais and Gowerton primary schools and the proposed works to High Rise flats. In addition, we have lowered the threshold to £ 1m for community benefits increasing the number of schemes which fall into this process.</p>	<p>Chief Operating Officer to lead / procurement input</p> <p>Cllr David Hopkins</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p>Appropriate 'Community Benefit' clauses to be incorporated within a relevant tender documentation. Ongoing monitoring by way of contracts on site is progressing, updates will be provided once realised.</p>

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

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Examine the feasibility of a 'Blue Plaque' scheme in Swansea to highlight those houses and buildings of historic interest.  (ref: 11.2)	Increased awareness of historic houses and buildings.	Cabinet agreed to establish a scheme and an Advisory Group to manage the process. The first Blue Plaque was unveiled in April 2013 (Pete Ham) followed by Griffith John in September 2013 and Emily Phipps in November 2013. Further plaques scheduled during the coming calendar	Head of Culture, Sport, Leisure and Tourism  Cllr Robert Francis Davies	<b>Green</b>
Ensure that Swansea's industrial legacy is central to plans for regenerating our city and local communities.  (ref: 11.2)	Increased awareness of Swansea's industrial legacy and its influence in regeneration plans and projects	Regenerate Hafod Copperworks in Partnership with Swansea University. Mixed use development that brings the site back into beneficial use and celebrates its unique industrial heritage. Funding has been secured and works undertaken. Open days and ministerial visits have been hosted.	Head of Economic Regeneration & Planning  Cllr Robert Francis Davies	<b>Green</b>  <b>Further funding bids under development to build on successful works undertaken to date with University partners.</b>
Draw up a refreshed 'Arts Strategy' for the city and review and refocus existing support for the arts and culture in our city.  (ref: 11.5)	High quality art and cultural provision in the local area. Embedding the arts and culture within new models of service delivery to promote community cohesion and community action	Review of the Arts and Culture to be undertaken as part of the restructure of to meet the needs to deliver the Swansea Wales City of Culture commitment.	Head of Culture, Sport, Leisure and Tourism  Cllr Robert Francis Davies	<b>Green</b>  Review of the Arts Strategy to now be led by the new Head of Service for Culture, Tourism, Sport & Leisure from September 14 onwards.

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Work with the Swans, the Ospreys and Swansea University to create a premier 'Sports City' strategy.</p> <p>(ref: 11.7)</p>	<p>Economic benefits to local communities, interest and involvement in sports to improve healthy lifestyles and health outcomes in the long term.</p>	<p>City of Sport Strategy - To investigate feasibility of delivering the Bryntawe Sports project in partnership with Ospreys, Swansea City AFC and Swansea Universities; Maintain progress on Sport Village in co-operation with Swansea University; to work with partners to attract Major Events</p>	<p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>Initial discussions with partners still in progress – target completion remains 2015</p>
<p>Work with the arts community, the two Swansea Universities and others to promote and develop the creative industries and facilities for local artists and creative businesses, to enhance their contribution to local economic growth.</p> <p>(ref:11.9)</p>	<p>Improved access to Arts and Cultural activities and resources; familiarise citizens with their cultural heritage, awaken creativity and artistic/cultural appreciation; improve mental health and wellbeing</p>	<p>Develop projects with partners to exploit commercial opportunities for growing the creative industries sector, as part of the city region economic development strategy. A knowledge Economy &amp; Innovation Group has been established to facilitate project delivery.</p> <p>City of Culture Bid submitted on target, further development of the partnerships underway associated with the submission of the Ideas, People and Places Bid to ACW in May 2014</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p><b>Thematic Group for Creative Industries agreed by SBCRB. Group membership to be identified. CCS to support work of group.</b></p>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Work with the Welsh Government and others to prepare for the Dylan Thomas centenary celebrations in 2014.</p> <p>(ref: 11.10)</p>	<p>Raised profile of the cultural proposition and offer in Swansea</p>	<p>Plan for the Dylan Thomas 2014 Centenary Celebration. Develop a year- long festival around Dylan Thomas, his work and legacy, engage with wider audiences, and work with regional, national and international partners - Increased Tourism spend in CCS. HLF application for new permanent Learning and Outreach programme</p>	<p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Robert Francis Davies</p>	<p><b>Green</b></p> <p>Apr 14: Dylan Thomas Exhibition Heritage Lottery grant approved, new exhibition opens October 2014. Three year Learning and Outreach Programmes currently in development.</p>
<p>Explore the feasibility of establishing 'Copperopolis' as a World Heritage Site, so contributing to making Swansea a major quality tourism destination.</p> <p>(ref: 11.12)</p>	<p>Copperopolis established as a World Heritage site.</p> <p>Increase in tourism.</p>	<p>Regenerate Hafod Copperworks in Partnership with Swansea University - Mixed use development that brings the site back into beneficial use and celebrates its unique industrial heritage. Funding has been secured and works undertaken. Open days and ministerial visits have been hosted.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Cllr Robert Francis Davis</p>	<p><b>Green</b></p>

## Standing Up for Stronger and Safer Communities

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Follow the co-operative council model and ensure that the whole council - elected Members and Staff - works together to empower local communities, enabling their voices to be heard and allowing them to 'own' local issues</p> <p><b>(ref: 12.2)</b></p>	<p>Swansea is a Co-operative Council and co-operative principles are evidenced in everything the Council does.</p>	<p>Sustainable Swansea and the Council's budget principles include looking at alternative forms of service delivery and how we support residents and communities to help themselves. A discussion paper has been produced on what a co-operative model might mean for Swansea.</p> <p>The Council intends to join the Co-operative Councils Innovation Network</p>	<p>Director of Corporate Services</p> <p>Leader, Rob Stewart</p>	<p><b>Green</b></p> <p><b>Need to establish from the new Cabinet what being a Co-operative council means</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Require any development or project to demonstrate how it will engage local young people, provide jobs or training places.</p> <p>(ref: 12.3)</p>	<p>An increase in jobs and training places for local young people</p>	<p>The Council's "Beyond Bricks and Mortar" Strategy for continues to recruit apprentices and we are active participants in the South West Wales Regional shared apprentice programme. and employment opportunities.</p>	<p>Chief Operating Officer (construction projects)</p> <p>Cllr Christine Richards</p>	<p><b>Green</b></p> <p>An expression of interest has gone in for European funding for the expansion of the BBM programme into other industries.</p> <p><b>Collaboration with the South West Wales Regional Shared Apprenticeship programme now known as CYFLE.</b></p> <p><b>CB&amp;PS now recruited 12 apprentices in Sept 2014</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Promote citizenship in schools, seek to involve young people in a range of activities in our communities and initiate a county-wide youth leadership programme.</p> <p><b>(ref: 12.3)</b></p>	<p>An increase in the number of young people participating in community activities.</p>	<p>The Big Conversation (the new Youth Forum for Swansea) being rolled out.</p> <p>Within the last year the Young Peoples Service (YPS) have delivered two Level 2 Youth Leadership Award courses for 16 – 18 year olds, targeting 30 young people across Swansea. The programme is run in partnership with YPS, Participation Team, the Professional Youth Network (PYN) and Menter Iaith. Two programmes have been run, one through the medium of Welsh.</p>	<p>Chief Education Officer</p> <p>Deputy Leader, Christine Richards</p>	<p><b>Green</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Where appropriate implement the Rights of Children and Young Persons Wales Measure.</p> <p><b>(ref: 12.3)</b></p>	<p>The rights of children and young people are taken into account in Council business</p>	<p>The Council has agreed to impose on itself a duty of ensuring we consider children's rights in everything we do. This scheme will be developed in partnership with children and young people, as well as partner organisations. A cross-Council implementation group has been established to develop the scheme, develop an impact assessment process, a training programme and a program to embed rights-based practice in services.</p>	<p>Director of People</p> <p>Deputy Leader Christine Richards</p>	<p><b>Green</b></p> <p><b>A scheme has been developed and will be launched on 20<sup>th</sup> November 2014.</b></p> <p><b>The UNCRC is included in the Council's EIA process.</b></p> <p><b>A full audit has been undertaken regarding Council staff's knowledge on the UNCRC.</b></p> <p><b>Training sessions have been organised.</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Value Swansea's various communities by celebrating diversity and 'each other's festivals' to create a positive and cohesive sense of community and emphasising social justice and respect.</p> <p>(ref: 12.5)</p>	<p>Increased levels of community cohesion, respect and co-operation.</p>	<p>Support implementation of Strategic Equality Plan, Welsh Language Scheme and associated plans. Equality Impact Assessments. Continue to develop engagement mechanisms with groups, e.g., LGBT Forum. Embedding community cohesion within the Communities First programme, the development and delivery of the Community Cohesion Delivery and the development of a hate crime strategy.</p>	<p>Head of Communication and Customer Engagement</p> <p>Head of Poverty &amp; Prevention</p> <p>Cllr David Hopkins</p>	<p><b>Green</b></p> <p><b>A revised Community Cohesion Delivery Plan has been provided by Welsh Government. 2 more years of funding the Community Cohesion Co-ordinator post has been agreed. 2014-2016.</b></p> <p><b>Each outcome lead has been progressing their requirements within the Community Cohesion Delivery plan including developing a Hate Crime reporting procedure, expanding our use of tension monitoring, embedding equalities more into the Communities First Programme.</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Develop a carefully targeted use of ASBO's, an alley-gating policy investigate "no cold-calling" zones and prosecute breaches.  <b>(ref: 12.7)</b>	An increase in community safety	ASBO legislation is expected to be changing significantly in the near future. An Alley gating policy has been adopted by the Authority. Cold calling zones can be set up as demand is shown. Staff resource to service referrals from zones is very limited.	Head of Poverty and Prevention  Cllr David Hopkins	<b>Green</b>

## Standing up for a Better Environment and Better Planning

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Give a stronger voice to residents in the design of community-based facilities, such as the development of suburban shopping centres, transport and other neighbourhood schemes, by ensuring there is full citizen engagement, including young people.</p> <p><b>(ref: 13.9)</b></p>	<p>Residents feel able to influence Council decisions.</p> <p>Council decisions are shaped by resident opinion.</p>	<p>Work with schools and communities in identifying priorities for inclusion in area-based Safe Routes in Communities bids.</p> <p>Public consultation is critical to progressing the Local Development Plan (LDP). The Preferred Strategy and Sustainability Appraisal has been produced and consultations have taken place. Deposit LDP now in preparation for consultation</p>	<p>Head of Highways &amp; Transportation.</p> <p>Head of Economic Regeneration &amp; Planning.</p> <p>Leader, Rob Stewart</p>	<p><b>Green</b></p> <p><b>Proposed LDP Deposit Plan allocations and settlement Boundary Review to be reported to Council in November.</b></p>
<p>Encourage the highest standards of 'low carbon' design in all developments (Commit to maintain Green Dragon Level 5 within CB&amp;PS; Commit to BREEAM very good or excellent for all major projects depending on site constraints (Cefn Hengoed School achieved Very Good).</p> <p><b>(ref: 13.4)</b></p>	<p>Encourage the highest standards of 'low carbon' design in all developments.</p>	<p>A BREEAM award of very good is being sought for the completed Swansea City Bus Station.</p> <p>CB&amp;PS have maintained their green dragon level 5 accreditation following an annual review and assessment in May 2013.</p> <p>Sustainability and design are key planning considerations and pre-application discussions are held with developers to achieve better development outcomes for Swansea.</p>	<p>Chief Operating Officer (Internal construction projects)</p> <p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p> <p>As part of the grant criteria will need to realise BREEAM Excellent status. Appropriate consultants have been appointed as part of the design/construction process to enable this.</p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Put a commitment to sustainable development at the heart of planning policies.</p> <p><b>(ref: 13.4)</b></p>	<p>Sustainable development is embedded in all planning policies.</p>	<p>Progress the Local Development Plan (LDP) - Appropriate development and improved quality. LDP Preferred Strategy and Sustainability Appraisal produced and consultations taken place. Deposit LDP in preparation for consultation. Sustainable Development is at the heart of the planning process and LDP production.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Poverty and Prevention</p> <p>Cllr Clive Lloyd</p>	<p><b>Green</b></p> <p><b>Proposed LDP Deposit Plan allocations and settlement Boundary Review to be reported to Council in November</b></p> <p><b>Introductory planning guidance around community gardens and growing spaces has been launched within Swansea with assistance from the Community Land Advisory Service</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Encourage the highest standards of 'low carbon' design and quality in all types of developments and investment.</p> <p><b>(ref: 13.4)</b></p>	<p>High quality, low carbon design in all types of development.</p>	<p>Guidance produced, consultation undertaken, and policy adopted. Championed and support the Low Carbon Swansea Project to encourage commitment to investment in low carbon developments.</p> <p>The 3 year lighting renewal programme utilising LED technology is a significant low carbon investment. Currently in last year of programme - all on track for completion.. Morryston School Redevelopment - on target to achieve Excellent.</p>	<p>Chief Operating Officer (Internal construction projects)</p> <p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Highways &amp; Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p> <p><b>CCS to take part in Green Infrastructure Investment programme with WG</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Introduce a county-wide programme of eco-street light replacement, reducing the council's carbon footprint and saving energy costs.</p> <p><b>(ref: 13.4)</b></p>	<p>An eco-street light replacement programme.</p> <p>A reduction in the Council's carbon footprint</p>	<p>New 3 Year LED Lighting programme</p> <p>Currently in last year of programme - all on track for completion</p> <p>Design of new lighting and equipment incorporates the use of L.E.D. lamps and dimming which reduce average carbon emissions by 60% in residential areas and by 40% over the whole lighting system.</p> <p>Introduce a county-wide programme of eco-street light replacement, reducing the council's carbon footprint and saving energy costs.</p>	<p>Head of Highways and Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Improve facilities in the city centre for pedestrians, cyclists and visitors, and develop and promote 'green corridors' - environmentally friendly links to the city centre from the suburbs.</p> <p>(ref: 13.4)</p>	<p>More attractive and convenient routes to encourage walking and cycling and to assist visitors</p>	<p>Progress city centre cycle routes and deliver improved pedestrian crossings and routes, including Boulevard scheme. Cycle Action Plan agreed, with ongoing consultation with Sustrans and Wheelrights. A proposal for a network of off-road routes for city centre cycling has been agreed. The introduction of the Active Travel Act and the responsibilities therein to improve and promote cycling and walking will support this policy commitment.</p>	<p>Head of Highways &amp; Transportation and others</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p>
<p>Seek the imaginative and sustainable use of open spaces in the city centre.</p> <p>(ref: 13.5)</p>	<p>An improvement in the use of the city centre and a clear city centre offer. The sustainable use of the city centre, greater community cohesion and wellbeing</p>	<p>The Waterfront City Programme is being delivered to provide usable open spaces that encourage events and activity. A review of the City Centre Strategic Framework has been commissioned and public realm, greening and urban design are key considerations.</p> <p>Events programme ongoing and delivered in partnership with City Centre Management and Swansea BID.</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p><b>Waterfront City Programme nearing completion Green</b></p> <p><b>Conference held. Stakeholder engagement underway.</b></p> <p><b>Public consultation on Framework review to take place early in New Year.</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Seek to protect and enhance Parks and Open spaces for the enjoyment of present and future generations, especially seeking the imaginative and sustainable use of open spaces in the city centre.</p> <p><b>(ref: 13.5)</b></p>	<p>Increase opportunities through continued programme of Parks and Playground Improvements</p> <p>Increase local ownership, local pride, engagement and involvement through the establishment of Friends of Parks groups.</p> <p>Enhance selected parks through achievement of Green Flag status</p> <p>Protection of selected parks through Fields in Trust designation</p>	<p>The LDP seeks to balance the requirement to allocate land for development and afford protection of land for current and future generations. The Preferred Strategy and Sustainability Appraisal has been produced and consultations taken place. The Deposit LDP is in preparation for consultation</p>	<p>Head of Economic Regeneration &amp; Planning</p> <p>Head of Culture, Sport, Leisure and Tourism</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p><b>Proposed LDP Deposit Plan allocations and settlement Boundary Review to be reported to Council in November</b></p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer/ Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Encourage the greater provision of allotments and garden sharing, particularly where publicly owned land is available and appropriate for such use.</p> <p>(ref: 13.6)</p>	<p>An increase in the number of allotments, garden sharing and publically owned land for growing</p>	<p>Continue to manage the existing allotment service and identify and develop additional community growing spaces. Promote Grow Local Scheme 10 allotment leases being progressed, Fairfield (Townhill) allotment site further developed Grow local scheme successfully promoted - 30 supported projects to date and £40 spend allocated</p>	<p>Head of Poverty &amp; Prevention</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p><b>6 Grow local grants have been awarded this financial year so far.</b></p> <p><b>The community growing guide has been launched at the Federation of city farms European conference in Swansea in September 2014.</b></p> <p><b>Introductory planning guidance around community gardens and growing spaces has been launched within Swansea with assistance from the Community Land Advisory Service.</b></p>

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

				<b>reductions</b>  <b>PV panels installed on Guildhall project now complete.</b> <b>SMART meter programme roll out complete</b> <b>After some delays with the WPC advert of new framework due in Dec 2014</b>
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Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Begin a programme of making council-run vehicles 'eco friendly'.</p> <p>(ref: 13.8)</p>	<p>An increase in the number of eco-friendly vehicles</p>	<p>9 electrical cars now in place within the Council's CB&amp;PS and Highways departments and being .27 hybrid vehicles in place across the Council and currently being evaluated prior to further roll out</p> <p>Cross-sector electric vehicle working group being initiated by Swansea Low Carbon Group</p>	<p>COO/Head of Highways and Transportation</p> <p>Cllr Mark Thomas</p>	<p><b>Green</b></p> <p>Whilst much of the fleet renewal programme has been suspended pending work to reduce fleet size, some new vehicles have been procured. One additional electric car is on order for Gower AONB, three Euro 6 HGV vehicles also on order. Trials of electric vans and hybrid trucks are currently on-going. Cross-sector electric vehicle working group being initiated by Swansea Low Carbon Group coordinate strategy for charging points within county.</p>

Policy Commitment	Anticipated Outcomes	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Seek to green the built environment by working with organisations such as housing associations and other public bodies and maximising the contribution from the Community Energy Saving Programme (CESP) and the Welsh Government's Arbed scheme.</p> <p>(ref: 13.8)</p>	<p>Greening the built environment and reducing demands.</p>	<p>Work with Housing Associations to bid for Welsh Government Arbed funding. Access funding from Utility companies via CESP (now replaced by the Energy Company Obligation ECO) funding programme. .</p> <p>£2.27m of CESP funding has been accessed over the last 12 months for Energy Efficiency improvements to Council Housing.</p> <p>A list of mixed tenure schemes (inc Housing Associations) is currently being drawn up for submission to the Welsh Government for the 2014/15 Arbed bidding round.</p> <p>Energy efficiency improvements to housing, warmer homes and potential for reduced fuel bills</p>	<p>Head of Housing &amp; Public Protection lead</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p> <p>WG Arbed funding for 2014/15 provisionally awarded for energy efficiency improvements to housing in the Waun Wen (Castle 1) area.</p>
<p>Work with 'Keep Wales Tidy', local communities and others to tackle the blight of litter, making Swansea a 'Tidy City'.</p> <p>(ref: 13.9)</p>	<p>To reduce the amount of litter and dog fouling in the city</p>	<p>As part of a high profile publicity campaign, 60 additional dog waster bins have been installed, with enforcements partners to serve notices</p>	<p>Head of Highways and Transportation</p> <p>Cllr Mark Child</p>	<p><b>Green</b></p>

## The Council's Vision for Swansea

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
Adopt a 'can do' attitude. (ref: 1.2)	The Council (Members and Officers) proactively solve problems and the residents experiences of the Council is Positive.	A new Innovation Programme has been deigned to deliver this aim including problem solving.  Involve Members fully in this programme of work. e.g problem solving sessions	Director of Corporate Services  Cllr Clive Lloyd	<b>Green</b>
Establish a Delivery Unit (ref: 2.6)	A sharper focus on delivering our priorities  Better support for the Leader and Cabinet Members	The Delivery Unit has been established. Part of its role is to review the delivery of the Policy Commitments and increase focus on the Improvement Plan.  A Policy Officer has been appointed to provide support to the Leader and Cabinet Members on policy development.	Director of Corporate Services  Cllr Clive Lloyd	<b>Green</b>

Policy Commitment	Anticipated Outcome	Milestones and steps to deliver it	Responsible Officer / Cabinet Member	Progress during Qtr 2 2014/15 & RAG status
<p>Create a 'Team Swansea' approach – a commitment to work with others.</p> <p><b>(ref: 2.7)</b></p>	<p>Services and employees work together to share ideas, solve problems and reduce costs: there are no silos.</p> <p>Create a culture of innovation, collaboration and ambition.</p>	<p>A new Innovation Programme has been designed to deliver this aim. Need to consider how we engage Members</p> <p>Involve Members fully in this programme of work and how we develop our three new values, including “working together” to support improvements in this area</p> <p>Merge this commitment with the ‘can do attitude – also reflects Co-operative Council principles.</p>	<p>Director of Corporate Services</p> <p>Deputy Leader, Christine Richards</p>	<p><b>Amber</b></p>

## Report of the Cabinet Member for Services for Children and Young People

Cabinet – 16 December 2014

### WESTERN BAY HEALTH AND SOCIAL CARE PROGRAMME REGIONAL ADOPTION SERVICE

<b>Purpose:</b>	To update on the progress of the implementation of the Western Bay Regional Adoption Service.
<b>Policy Framework:</b>	Sustainable Social Services for Wales: A Framework for Action.
<b>Reason for Decision:</b>	To agree a final structure and budget for the co-located Western Bay adoption service that meets the statutory requirement for a regional adoption service.
<b>Consultation:</b>	Legal, Finance and Access to Services.
<b>Recommendation(s):</b>	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"><li>1) Agree the proposed model/structure for the Regional Service;</li><li>2) Agree proposals for a Regional pooled budget;</li><li>3) Agree location and accommodation for a co-located Regional Service;</li><li>4) Agree the Interim Legal/Partnership Agreement;</li><li>5) Agree the implementation of a Regional Panel;</li><li>6) Agree for formal consultation with staff to be undertaken as part of addressing the HR implications of forming a regional, co-located adoption service.</li></ol> <p>The recommendations above are made in order to assure Cabinet that the Council's statutory functions in relation to providing an Adoption Service are fully met, in accordance with legislation and guidance and the ADSSC and the Welsh Government's plans for creating a National Adoption Service.</p>
<b>Report Author:</b>	Val Jones
<b>Finance Officer:</b>	Paul Cridland
<b>Legal Officer:</b>	Janet Hooper
<b>Access to Services Officer:</b>	Sherill Hopkins

## **1.0 Introduction**

- 1.1 From previous reports Members will be aware that the creation of a National Adoption Service is one of the key policy strands of the Welsh Government, as enacted in the Social Services and Well-Being (Wales) Act 2014. This Act provides powers, under Section 9, for Ministers to direct local authorities to collaborate in relation to adoption services and to prevent any local authority from withdrawing from these collaborations in the future. Consultation on the Welsh Government's Directions Powers is due out shortly.
- 1.2 This report has been produced for Members in order to update them on the progress made in relation to the Adoption Service Collaboration and to agree the final recommendations in relation to the model/structure, arrangements for adoption panel, a pooled budget, co-location and the Legal Partnership Agreement for the Western Bay Regional Adoption Service.
- 1.3 Welsh Government's revised deadline for implementation for the Regional Service was September 2014. This was a challenging timescale for accomplishing all the developments required for the new service to be fully operational. The Western Bay approach continues to be one of incremental implementation to ensure that existing adoption processes are not disrupted during this period of transition
- 1.4 This report sets out the steps taken to date to satisfy the requirement to have a regional service in place by the Welsh Government deadline and then outlines the significant further developments required to become fully operational over the next three months.

## **2.0 Progress to date**

- 2.1 Since the last Cabinet report was submitted in April 2014, a significant amount of progress has been made to ensure the new service was operational in relation to the key functions required by the implementation date of September 2014. There are a number of work streams in place to deliver on the elements of implementation. However it was recognised that not all aspects of the new service would be in place by September. Therefore a transitional phased approach has been applied to achieve full implementation by the end of January 2015.
- 2.2 It was agreed with Welsh Government that for operational purposes the minimum requirements for the service to be functional by September were:
- The Hosting Authority is identified
  - A legal Partnership Agreement is in place
  - A staffing structure is in place
  - Performance Management Framework in use

- A Regional Manager is appointed who has the authority and capacity to take things forward operationally.
- 2.3 The Host authority was approved at Cabinet in April with the City and Council of Swansea taking on this role.
  - 2.4 An Interim Legal Partnership Agreement has been prepared. As the Service is in transition the legal advice provided has indicated that an Interim Agreement during the first year of the Service is the most practical way forward, this can then be reviewed and revised to form a final Agreement for the future of the Service. (See Appendix A)
  - 2.5 A Service Specification has been prepared and agreed in principle by the Steering Group. It sets out the scope of the service, its aims & objectives, and the service delivery. In particular, this document makes clear the intention to use accurate data collection to determine potential demand for adoptive placements in order that recruitment can be targeted. The specification makes equally clear, the intention to deliver “a recruitment strategy which ensures a range of adoptive placements regionally”, that is, to significantly improve self-sufficiency of placements and reduce reliance on costly agency placements. This document forms part of the Legal Partnership Agreement as an appendix.
  - 2.6 A model for service delivery and a staffing structure has been developed and agreed at the Steering Group meeting on 16.8.14. This model is based on delivering services in a flexible and responsive way in order to meet the demand and requirements of the service, most especially in reducing unnecessary delay and the associated costs of Looked After placements. Staff will be required to work in an agile way and will include remote and home working opportunities. (See Appendix B)
  - 2.7 The Regional Service has submitted quarterly Performance Management reports to the National Adoption Service Framework at the end of June and September. Although it is early days the performance for the region overall was considered to be good in the majority of the performance indicators. Once again, the key determinant here will be the improved performance around recruitment of sufficient regional adopters and, in the short time that the collaboration has been active, the service is predicting a potential increase in regional adopters of 9 compared with last years performance. That increase represents a 17% performance improvement and a potential saving on the agency budget of £243,000, if all 9 are approved for single placements, but could be considerably more if some of those approvals are for sibling groups.
  - 2.8 A Regional Manager has been appointed and will take up post subject to the appropriate checks being satisfactory. In the interim the current Adoption Project Change Coordinator has assumed the responsibility for managing the Regional Service in partnership with the responsible Principal Officers in the three local authorities. The additional costs of this new regional post are initially being funded through Western Bay.

The staffing costs of the regional service will be higher in 2015/16 as a result of this post. The Western Bay Steering group recommend that these costs are borne in the first year, as there will be a need for additional management capacity to achieve the required 100% improvement in performance. The staffing establishment will be subject to ongoing review by the Management Board to ensure maximum efficiency

- 2.9 The Legal Partnership Agreement which includes the Service Specification and Financial model alongside the Model/structure for Service delivery has been negotiated by all three local authorities through the formal Western Bay governance process and prior to formal approval now being sought by the Cabinet of all three local authorities.
- 2.10 Given the timescale imposed by Welsh Government the legal advice is that an Interim Collaboration Agreement be established. This interim agreement will provide the legal framework through which staff can initially be seconded to the new regional service hosted by the City and County of Swansea. This is a pragmatic approach designed to progress the arrangements within the timescale expected by Welsh Government. The legal advice is that these secondment arrangements will need to be superseded by a TUPE arrangement during the next nine months, taking into account any lessons learned during the interim period.
- 2.11 Through informal negotiation with staff and unions an option of agreeing a mobility clause with staff is being explored. This may allow for an easier transition to a co-located service without the need for secondment to form part of the interim legal agreement. Under this arrangement staff will remain employed by the current authority but for the interim period will be asked to co-locate. At this stage, Members are being asked to agree for officers to consult with staff about moving into the co-located service whether through a secondment arrangement or via an employment contract amendment. Irrespective of the option utilised, the arrangement will then be formalised through TUPE.
- 2.12 Between May and July 2014 several accommodation options had been considered across the region and against agreed criteria. A number had been discounted owing to the size and prohibitive costs associated with refurbishing the premises to the required standard. Premises in Bridgend had been identified as the only option that met all the criteria set. Following informal consultation with staff and unions there were strong reservations expressed by staff. These reservations combined with a new option of accommodation becoming available in the Civic Centre in Port Talbot have led to a strong recommendation for Cabinet to agree the move to the Port Talbot Civic Centre which will usefully allow the service to be located at the centre of the region. Work is underway with Accommodation Officers to ensure the proposed space will best meet the service needs and be available for occupation by the end of January 2015.

- 2.13 The service is working closely with IT colleagues to deliver an ICT system that will meet the requirements of the new service in relation to all it's adoption activity and to enable the service/staff to operate on an agile/remote basis. The ICS system operated by Neath Port Talbot is recommended as the preferred option. This system has an existing adoption module which can be built upon to meet the new service requirements. There are challenges in relation to connectivity and sharing of information across three different systems currently in operation across the local authorities. The proposed IT solution to overcome these obstacles will serve as a template for the IT requirements of future Western Bay regional services.
- 2.14 An interim single point of contact for all new adopter referrals has been agreed until the Regional Service is co-located and Bridgend Adoption team will manage this process. Information, coordination of initial visits and training dates for prospective adopters will be managed by Bridgend for the whole region.
- 2.15 The Functional Model approved by Welsh Government requires Regional Adoption Services to have in place joint regional panels and the statutory regulations have been amended to reflect this. It is intended that Regional Adoption Panels will be in place from December replacing the existing individual local authority panels. A new Adoption Panel chair has been appointed and panel members are in the process of being appointed and will be in place in readiness for the implementation of the joint panel in December.
- 2.16 A Marketing Officer/Performance Business lead post has been identified within the new structure and is in the process of being recruited. This is a crucial spend to save investment to drive up performance in two key areas.
- 2.17 Western Bay needs to increase the recruitment of local adopters by 100% given the high number of looked after children across the Western Bay region. This can then significantly reduce the time that children spend waiting for an adoptive placement.
- 2.18 These performance improvements are key to supporting good outcomes for children who have a preferred plan for permanence of adoption.
- 2.19 It will also make a significant contribution to the financial sustainability plans of Children Services across the region as there is considerable scope for reducing the current £1m spend on independently commissioned adoptive placements. The actual reduction in future costs across the whole system will be far greater once the costs of a child remaining looked after both in terms of placement security and financial are taken into account.
- 2.20 A short term collective investment in this new role will deliver a far bigger financial return in the medium term.

### **3.0 Setting and managing the regional adoption service budget**

- 3.1 This is a particularly challenging aspect of the new arrangements with a number of considerations for Elected Members. The Authorities agree that for the Transition Period the Integrated Service shall continue to be subject to the financing arrangements that currently apply in relation to the three individual adoption service teams. This however is subject to any cost directly attributable to the creation and functioning of the Integrated Service which shall be shared and apportioned in accordance with the apportionment table in Schedule 4 of the partnership agreement. Upon a decision being made about the Pooled Budget the interim agreement will be superseded by a new legal agreement which will capture this information and the TUPE'ing of staff.
- 3.2 The budget arrangements must ensure that the host local authority, in this case the City & County of Swansea, does not incur a financial risk which would preclude being able to host. This includes that the host authority cannot assume the financial costs for children who are the responsibility of a different local authority.
- 3.3 The budget arrangements must also ensure a fair distribution of the benefits that arise from the regional service and avoid any of the constituent local authorities incurring disproportionate additional costs. For example, if one local authority utilised all of the Western Bay adoption placements (because children originating from that authority proved the most appropriate match), then the partner local authorities would incur additional costs either through children remaining looked after and/or the higher costs associated with having to commission independent adoption placements.
- 3.4 Taking these factors into account, the local authorities have negotiated for an arrangement, as laid out in the Legal Partnership Agreement and Service Specification, through which partner contributions are agreed at the beginning of the financial year. The Legal Partnership Agreement and Service Specification therein, provides to protect and guarantee individual authorities from any variation in costs. Each local authority is then entitled to receive a pro rata percentage return of the total number of placements made over the year by the Western Bay adoption service. Should a local authority receive a higher percentage of placements than their pro rata financial contribution then it is proposed that authority agrees to pay whichever local authority has the pro rata financial deficit.
- 3.5 As the effectiveness of the service increases, there is an expectation that costs will reduce significantly. Any in year savings will be redistributed as per the above formula taking into account each local authority's pro rata contribution and the actual return each authority has received in relation to pro rata percentage of placements achieved.

- 3.6 The model ensures that budgets are set and then reconciled within the same financial year and that no individual local authority can suffer disproportionate financial detriment.
- 3.7 The local authorities originally also negotiated, as laid out in the Legal Partnership Agreement and the Service Specification, that both the fixed and the variable costs for the adoption service should be included in the pooled budget and are thus subject to the financial model set out above. The Legal Partnership Agreement and Service Specification therein, provides to protect and guarantee individual authorities from any variation in that formula. Broadly speaking the fixed costs are staffing, staff related, accommodation and infrastructure. The variable costs are those associated with the commissioning of independent adoption placements. By including the budget for independent placements, it provides considerable scope for spending more effectively. For example, the regional service has already begun negotiating with the third sector about whether a service level agreement could be made to drive down costs and/or add value. The regional marketing officer post is another such innovation in terms of spend priorities.
- 3.8 Adoption allowances, which are paid to some adopters to assist in meeting the additional and exceptional needs of some adopted children, will remain with each local authority and won't be transferred into the pooled budget. However the regional service will have performance management arrangements in place to ensure the service is robustly managing down those costs on behalf of each local authority.
- 3.9 The final consideration in establishing the arrangements for the pooled budget is agreeing the actual level of partner contribution against the known level of funding required to meet the fixed costs plus the estimated level of funding to be able to meet the forecast variable costs (i.e. to pay for the expected number of independent adoption placements).
- 3.10 This has been a complicated negotiation and has necessarily taken into account a number of additional factors.
- 3.11 Complicating factors have included that existing adoption budgets have not separately or consistently accounted for business support, accommodation or IT. They do not account for insurances under the new arrangement. Consequently in building the new regional budget some fixed costs appear to have increased when actually those costs have existed within centralised budgets elsewhere. Likewise the additional costs of the 2 new regional posts are really offset, at least in part, by the fact that they will subsume management responsibilities that currently sit with Principal Officers and business managers within each of the local authorities. Again these costs have not appeared within existing adoption budgets. As such, these are hidden costs and any savings need to be made visible.

- 3.12 A further complication is that each of the local authorities has overspent their adoption budgets in recent years as looked after populations across the region have increased. The budgets set by each local authority for 2014/15 are not sufficient cumulatively to have covered actual spend in 2013/14. This potential collective shortfall in adoption budgets across the region is compounded by an increase in the cost of independently commissioned placements to a fixed £27k per placement. In previous years, a number of different rates applied, which meant the average cost to the local authority was approx. £14k per placement.
- 3.13 Taking into account all of the above, three possible arrangements to build the first year budget and agree the appropriate funding split were considered; current 2014/15 budget, actual spend 2013/14 and known fixed costs plus variable funding equivalent to the number of independently commissioned placements forecast as likely to be required in 2014/15 taking into account past years performance. Each arrangement has then been tested by each of the local authorities against their own forecasts for this year's likely adoption spend and individual authority's expectations of future demand.
- 3.14 As a result of this analysis, it is recommended that the regional adoption budget is fully funded in the first year including with sufficient variable budget to enable 43 independently commissioned placements to be purchased. Whilst there are some indications that the rate of recourse to LAC is slowly reducing within the Western Bay region, current recourse is still very high and consequently the numbers of children with a preferred plan of adoption is also high.
- 3.15 Again following analysis within each of the local authorities, the pro rata contribution that each local authority needs to make to meet anticipated demand for placements has led to the following recommendation. That Bridgend will fund a 26% contribution and that NPT and Swansea will fund an equal share of the remaining costs (37% each). This split is predicated on Bridgend's analysis that their future demand will be slightly less than NPT and Swansea's. Whereas NPT and Swansea have forecast similar levels of demand based on the current numbers of children awaiting placements and the current rate of placement orders being made by the court.
- 3.16 This level of funding requires additional investment by each local authority to put right the shortfall on budget against actual spend and to take account of the additional costs of the regional service (including for example that disruption allowances will need to be paid to staff) and the increase in commissioned placement fees. However having taken a conservative stance in setting the budget, there is every chance that recourse to independent placements will reduce and savings be achieved even in the first year. The actual costs will be set out in the financial implications section of this paper.

- 3.17 The set up accommodation and IT costs of the service are being met through Western Bay funding.

#### **4.0 Governance and Scrutiny Arrangements**

- 4.1 Scrutiny arrangements will be in accordance with those agreed for the Western Bay programme as a whole.
- 4.2 It is proposed that the current adoption steering group, chaired by the Director of Social Services in NPT will become a Management Board for the service with representation from each local authority. This board will receive reports from the regional manager and will monitor the performance and budget of the new service. Arrangements for Elected Member representation need to be agreed, if this proposal is accepted.
- 4.3 The Western Bay adoption service will also be accountable to Welsh Government via performance reporting and the new National Adoption Service and constituent National Board.

#### **5.0 Equality and Engagement Implications**

An initial EIA screening has been undertaken and has concluded that as the work of the Regional Service is governed by national legislation with equality considerations at its core, a full EIA report is not required. The aim of the Regional Service is to bring the three existing Adoption Teams together to work in a more responsive, effective and efficient way and is therefore not significantly changing any aspect of the service. The legislation will continue to apply. Any staff unable to transfer into the new service as a result of their particular circumstances will be fully supported through the usual redeployment processes. (Appendix C)

#### **6.0 Financial Implications**

- 6.1 The first year budget required for the regional adoption service is £2846.5k made up of £1379k for staffing, £295k for other fixed costs and £1172.50k for variable costs (independently commissioned placements).
- 6.2 The proposed financial contribution of each local authority is £1053k from NPT and Swansea and £740.5k from Bridgend.
- 6.3 NPT has already reconfigured its Adoption Budget in 2014/15 to allow for spend of £1053k. Swansea has already set aside the additional £155k to allow this level of funding. Bridgend needs to increase its Adoption Budget by £238.5k but this is in line with forecast spend on Adoption in this financial year.
- 6.4 With an assumption that current adoption performance will be at least maintained in the first year, this level of funding should (but cannot be guaranteed to) deliver 90 placements for the region. Of these, Bridgend

would expect to benefit from 24 placements, and NPT and Swansea 33 each.

- 6.5 Each local authority will have carried out its own analysis of likely future demand. By way of illustration, Swansea is forecasting that 32 placement orders will be made this year. This equates to 32 new adoption placements being needed and is consistent with Swansea's proposed level of funding contribution for the new service.

## **7.0 Legal Implications**

- 7.1 The arrangements, as set out in this paper, will satisfy the policy requirements of Welsh Government whilst ensuring that the statutory responsibilities of each local authority continue to be met.
- 7.2 Legal and HR advice from across all three local authorities is that TUPE transfer will need to be applied to this arrangement. An Interim secondment process or variation of existing staff contracts will allow the service to progress whilst the TUPE arrangements are put in place. If some staff are unwilling or unable to agree either the variation or secondment process, then this may cause some delay in moving to a fully co-located service, whilst notice is served.
- 7.3 Detailed legal advice has been sought via the regional legal service and in particular to draw up the interim legal Partnership agreement. The Legal Partnership Agreement represents the formal arrangements between the three Authorities that is legally binding and provides assurance and protection to each individual authority in committing to these arrangements.

### **Background Papers:**

- The Previous Cabinet papers in relation to the Western Bay Adoption Service dated September 2013 and April 2014.
- EIA Screening Form.

### **Appendices:**

- Appendix A – Legal Partnership Agreement.
- Appendix B – Service Model/Structure.

DATED

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## **INTERIM SERVICES AGREEMENT**

RELATING TO THE ESTABLISHMENT OF A MANGEMENT BOARD AND THE PROVISION OF A  
REGIONALISED ADOPTION SERVICE

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Between

Bridgend County Borough Council

AND

Neath Port Talbot County Borough Council

AND

The Council of the City and County of Swansea

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**THIS AGREEMENT** is made the [DATE]

## **PARTIES**

- (1) **BRIDGEND COUNTY BOROUGH COUNCIL** of Civic Offices, Angel Street, Bridgend, CF31 4WB ("**Bridgend**");
- (2) **NEATH PORT TALBOT COUNTY BOROUGH COUNCIL** of Port Talbot Civic Centre, Port Talbot. SA13 1PJ ("**NPT**"); and
- (3) **THE COUNCIL OF THE CITY AND THE COUNTY OF SWANSEA** of Civic Centre, Oystermouth Road, Swansea, SA1 3SN ("**Host Authority**").

## **BACKGROUND**

- (A) In February 2013 the document "Sustainable Social Services: A Framework for Action" the Welsh Government made it clear and explicit what it expects and if necessary will require that some services, including adoption, will be provided nationally.
- (B) In a written statement on 25th April 2013, the Deputy Minister for Children and Social Services endorsed the proposals for achieving a national adoption service and the development of a functional model for the delivery of services across Wales, as presented by ADSS Cymru and the WLGA.
- (C) The functional model proposes that five regional adoption collaboratives are established to deliver the functions of the national service. This Agreement relates to the proposed western bay regional adoption service consisting of Bridgend, Neath Port Talbot and Swansea. Under this Agreement Swansea will act as the Host Authority for the delivery of all regional responsibilities and functions.
- (D) This Agreement facilitates the amalgamation of three adoption services into a single integrated service team and outlines inter alia the role and responsibilities of the Management Board (defined below) and the Regional Adoption Service Manager (defined below).
- (E) After the Transition Period and subject to the decision by each Authority to conclude the same, a detailed terms of engagement agreement for the long term functioning of the Integrated Service (the "**Main Agreement**") will be drafted providing, inter alia, pooled budget and long term staffing arrangements.

## IT IS AGREED

### 1. DEFINITIONS AND INTERPRETATION

1.1 The following definitions and rules of interpretation apply in this agreement.

<b>“Agreement”</b>	means this agreement and any schedules attached hereto;
<b>“Authority” or “Authorities”</b>	means either the Host Authority, NPT or Bridgend or all as the context requires;
<b>“Commencement Date”</b>	means the [DATE];
<b>“EIR”</b>	means the Environmental Information Regulations
<b>“Employee”</b>	means any person who is employed by an Authority and works within the adoption service;
<b>“FOIA”</b>	means the Freedom of Information Act 2000;
<b>“Host Authority”</b>	means the Council of the City and County of Swansea
<b>“Information Sharing Protocol”</b>	means the process detailed in Schedule 2 to be adhered to by the Authorities when sharing information, including Personal Data as defined in the Data Protection Act 1998,
<b>“Integrated Service”</b>	means the amalgamation of the three adoption service teams across the western bay area and the management and delivery of those services as detailed in Schedule 1 Part 3 to this Agreement;
<b>“Intellectual Property”</b>	means copyright and neighbouring and related rights, trademarks and service marks, business names and domain names, rights in get-up and trade dress, goodwill and the right to sue for passing off or unfair competition, database rights, rights to use, and protect the confidentiality of, confidential information (including know-how and trade secrets), and all other intellectual property rights, in each case whether registered or unregistered.

<b>“Key Objectives”</b>	means the objectives for the Integrated Service as detailed in Schedule 1 Part 2;
<b>“Main Agreement”</b>	means the agreement to be entered into between the Authorities after the Transition Period specifically dealing with, inter alia, the issue of pooled funds and staffing;
<b>“Management Board”</b>	means the group comprising of: <ul style="list-style-type: none"> <li>§ A Head of Service from each of the Authorities;</li> <li>§ A Director for NPT who shall act as chairperson.</li> </ul>
<b>“Necessary Consents”</b>	all approvals, certificates, authorisations, permissions, licences, permits, regulations and consents necessary from time to time for the performance of the Integrated Service;
<b>“Regional Adoption Service Manager”</b>	means the individual in consultation and agreement by the steering group who will have the day to day responsibility for the delivery of the duties of the Integrated Service as detailed in Schedule 3 part 2.
<b>“Original Authority”</b>	means the Authority that currently employs the Employee;
<b>“Transition Period”</b>	means a period extending up to 12 months past the Commencement Date.

- 1.2 Clause, Schedules and paragraph headings shall not affect the interpretation of this Agreement.
- 1.3 The Schedules form part of this Agreement and shall have effect as if set out in full in the body of this Agreement. Any reference to this Agreement includes the Schedules.
- 1.4 Unless the context otherwise requires, words in the singular shall include the plural and in the plural shall include the singular.
- 1.5 Unless the context otherwise requires, a reference to one gender shall include a reference to the other genders.
- 1.6 A reference to a statute or statutory provision is a reference to it as it is in force as at the date of this Agreement.
- 1.7 A reference to writing or written includes fax and e-mail.

## 2. **AGREEMENT**

- 2.1 This Agreement is made under the powers conferred by Section 101 and 111 of the Local Government Act 1972, Section 25 of the Local Government Wales Act 1994, the Local Authorities (Goods and Services) Act 1970, Sections 2, 19, 20 of the Local Government Act 2000, Section 3A(1) of the Adoption & Children Act 2002 (as amended by Social Services and Well-being (Wales) Act 2014 and all other enabling powers now vested in the Authorities.
- 2.2 The Authorities shall undertake to establish the Integrated Service on the terms of this Agreement in order to achieve the Key Objectives as set out in this Agreement and in particular as specified in Schedule 1 to this Agreement.
- 2.3 In order to facilitate the creation of the Integrated Service under this Agreement, the Authorities have further agreed to:
- (a) Appoint a Host Authority responsible for the delivery of the Integrated Service;
  - (b) create a Management Board to carry out functions set out in Schedule 3 Part I;
  - (c) appoint Regional Adoption Service Manager to carry out functions set out in Schedule 3 Part II.

## 3. **TERM AND TERMINATION**

- 3.1 This Agreement shall take effect on the Commencement Date and shall continue for the Transition Period unless all Authorities to this Agreement at the time of the decision agree to terminate the Agreement allowing a reasonable period in order for the Host Authority to wind down the Integrated Service and Management Board whilst continuing compliance with their statutory requirements.
- 3.2 If any Authority wishes to withdraw from this Agreement it must notify each of the other Authorities by not giving less than six (6) months' notice in writing of its intention to withdraw.
- 3.3 Any Authority withdrawing from this Agreement irrespective of whether notice has been issued shall remain liable in accordance with the apportionments set out in clause 9 and Schedule 4, for any financial or other obligation or liability (actual or contingent) incurred during the Transition Period as a party to this Agreement in respect of the Integrated Service and for:
- (a) redundancy costs associated with any resultant down-sizing requirements.

- 3.4 Any new asset or liability linked with the Integrated Service acquired from the Commencement Date on termination or expiration of this Agreement shall be apportioned in accordance with Schedule 4.
- 3.5 If any Authority has notified the Host Authority of its intention to withdraw from this Agreement the remaining Authorities shall immediately review the Agreement to determine whether there is sufficient resource for the Host Authority to continue to fulfill its functions, obligations and responsibilities on behalf of the remaining Authority and whether the Agreement should be terminated pursuant to clause 3.1.
- 3.6 In the event of the Host Authority notifying the other Authorities of its intention to withdraw from this Agreement all Parties shall immediately review the Agreement to determine whether either of the remaining Authorities can become a host Authority.
- 3.7 If it is decided that the Agreement is to continue after notice is given by the Host Authority to withdraw, the Host Authority shall continue to fulfill its functions, obligations and responsibilities until such time as arrangements have been made for the replacement host Authority to take over the Integrated Service.

#### **4. CONSENTS AND DUE DILIGENCE**

- 4.1 The Authorities shall ensure that all Necessary Consents are in place to provide the Integrated Service and confirm to the Host Authority that all Necessary Consents are in place and provide a copy to the Host Authority.
- 4.2 Where there is any conflict or inconsistency between the provisions of the Agreement and the requirements of a Necessary Consent, then the latter shall prevail, provided that the Host Authority has made all reasonable attempts to obtain a Necessary Consent in line with the requirements of the Integrated Service and the Agreement shall accordingly be varied to be consistent with the Necessary Consent.
- 4.3 The Host Authority acknowledges and confirms that:
- (a) it has had an opportunity to carry out a due diligence exercise in relation to the Integrated Service and has asked the Authorities questions it considers to be relevant for the purpose of establishing whether it is able to provide the Integrated Service in accordance with the terms of this Agreement;

- (b) it has received all information requested by it from the Authorities pursuant to clause 4.3(a) to enable it to determine whether it is able to provide the Integrated Service in accordance with the terms of this Agreement;
- (c) it has made and shall make its own enquiries to satisfy itself as to the accuracy and adequacy of any information supplied to it by or on behalf of the Authority pursuant to clause 4.3(b).

## 5. **HOST SERVICES**

- 5.1 It is agreed between the Authorities that for the purpose of the development of the Integrated Service, the Host Authority shall provide the Integrated Services for and on behalf of all the Authorities and, subject to acting in accordance with the Management Board and clause 5.2 shall have authority to enter into agreements necessary with any third party in respect of the provision of the Integrated Services. Any contract entered into by the Host Authority will be based solely on the Host Authority's Contract Procedure Rules.
- 5.2 Where the Host Authority is minded to put in place agreements with third party providers for the provision of the Integrated Services, it shall first consider the other parties to this Agreement to ascertain whether they are able to provide such services, and the provision of those services either by a third party or one of the Authorities will subject to the agreement of the Management Board.

## 6. **GOVERNANCE**

### **MANAGEMENT BOARD**

- 6.1 The Management Board is responsible for the overall strategic direction of the Integrated Service. Its functions and terms of references are set out in Schedule 3 Part I to this Agreement.

### **REGIONAL ADOPTION SERVICE MANAGER**

- 6.2 The Regional Adoption Service Manager is responsible for the day to day running of the Integrated Service. The functions and terms of reference of the Regional Adoption Service Manager are set out in Schedule 3 Part II.

## 7. STAFF

- 7.1 All employees currently employed within the Adoption Service Teams in NPT and Bridgend shall be seconded, for the Transition Period, to the Host Authority to aid in the facilitation of an Integrated Service. Each Employee shall be asked to sign an agreement, in a form similar to the letter attached at Schedule 6, pre secondment confirming their acceptance to the secondment arrangement.
- 7.2 Each Employee employed by NPT or Bridgend prior to the Commencement Date shall remain employed by their respective Authority during the secondment to the Host Authority with the current terms of employment remaining unchanged. In particular, the period of continuous employment will remain unbroken.
- 7.3 From the Commencement Date and during the Transition Period each Employee shall continue to work in the premises designated by the Original Authority unless directed otherwise by the Host Authority.
- 7.4 Any member of staff appointed after the Commencement Date and during the Transition Period, whether as a result of a new post being created or replacing leaving staff, shall be employed by the Host Authority irrespective of what administrative area they will be based. Any costs associated with the new member of staff hired during the Transition Period shall be apportioned in accordance with Schedule 4.
- 7.5 Acting through the Management Board and the Regional Adoption Service Manager the Host Authority shall have day-to-day control of the secondees activities. Any management issue or disciplinary matter shall be reported to the Original Authority who shall continue to deal with disciplinary matters. The Original Authority undertakes to liaise with the Management Board or Regional Adoption Service Manager as to the nature of the issue and the potential impact this may have on the Integrated Service,
- 7.6 At the end of the secondment, it is intended that, subject to a satisfactory establishment of the Integrated Service, the Employees' position be permanently transferred to the Host Authority and this in due course will be subject to and in accordance with the appropriate terms of the Main Agreement.
- 7.7 In the event of the Integrated Service failing the Employee will return to their position prior to secondment on the terms applying before the secondment, or a suitable alternative if that role no longer exists.

7.8 The secondment shall commence on the Commencement Date and shall continue for the Transition Period or until the termination of the Employee's employment in accordance with the terms of their contract.

## 8. **PREMISES**

8.1 All premises currently owned or leased by the Authorities shall continue to be used in order to deliver the Integrated Service and shall continue to be maintained, (or reinstated at the end of the term) and facility managed by the Authority who leased/owned that Premises prior to the Commencement Date. All costs incurred in maintaining/repairing or managing the premises shall continue to be the responsibility of the Authority who has a proprietary interest in that premises during the Transition Period.

8.2 The Host Authority shall be permitted access to NPT and Bridgend premises as the Host Authority reasonably requires for the purposes of properly providing the Integrated Service.

## 9. **TRANSITION BUDGET**

9.1 The financial relationship between the Authorities is further detailed in Schedule 4 of this Agreement.

9.2 The Authorities agree that for the Transition Period the Integrated Service shall continue to be subject to the financing and governance arrangements that currently apply in relation to the three individual adoption service teams.

9.3 During the Transition Period, all recurrent costs which are not directly attributable to the establishment of the Integrated Service, including but not limited to staffing and premises will be met by the individual Authority budget. For the avoidance of doubt this includes any redundancy or other payments relating to savings identified in each Council's Medium Term Financial Strategy (MTFS).

9.4 During the Transition Period, any cost attributable to the creation and functioning of the Integrated Service, including but not limited to additional insurance premium payable by the Host Authority shall be shared and apportioned in accordance with Schedule 4.

9.5 After the expiration of the Transition Period the Host Authority, NPT and Bridgend agree to contribute to a pooled fund which shall be separately documented in the Main Agreement.

## 10. **INTELLECTUAL PROPERTY**

- 10.1 Any Intellectual Property created through the establishment and running of the Integrated Service shall vest in the respective Authority prior to the expiration of the Transition Period and, subject to Employees transferring after this date under the terms of the Main Agreement, to Swansea as the Host Authority and employer after the Transition Period. The Intellectual Property shall be held by the Host Authority on behalf of all the Authorities. This shall include but is not limited to processes, procedures, methodology and manuals. The other Authorities shall transfer to the Host Authority any intellectual property created through the establishment and running of the Integrated Service to the Host Authority for this purpose.
- 10.2 Each Authority shall grant to the others an irrevocable licence to use that intellectual property for the purposes of the Integrated Service.
- 10.3 Nothing in this clause shall operate to prevent or make difficult the sharing of good practice between the Authorities.

## 11. **AGREEMENT REVIEW**

- 11.1 There will be an annual review of this Agreement to ensure it is achieving its objectives and that each Authority is upholding the general aims and spirit of this Agreement. If deemed necessary, there will be an interim review if there are any significant policy reviews or legislative changes that require this Agreement to be updated.

## 12. **ESCALATION**

- 12.1 If an Authority has any issues, concerns or complaints about the Integrated Service, or any matter in this Agreement, that Authority shall notify the other Authorities and the Authorities shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Management Board, which shall decide on the appropriate course of action to take. If the matter cannot be resolved by the Management Board within 14 days, the matter may be escalated to the Chief Executives of each Authority for resolution.
- 12.2 If any Authority receives any formal inquiry, complaint, claim or threat of action from a third party including, but not limited to, claims made by a supplier or requests for information made under the FOIA in relation to the Integrated Service, the matter shall be promptly referred to the Regional Adoption Service Manager. No action shall be taken in response to any such

inquiry, complaint, claim or action, to the extent that such response would adversely affect the Integrated Service, without the prior approval of the Regional Adoption Service Manager.

13. **VARIATION**

13.1 This Agreement, including the Schedules, may only be varied by written agreement of all parties to this Agreement

14. **LIABILITY AND INSURANCE**

14.1 Save for employer's liability insurance, which is further detailed in clause 14.5 below, the Host Authority shall be responsible for ensuring that adequate insurance cover is in place covering the delivery of the Integrated Service.

14.2 Any additional insurance premium payable by the Host Authority, during the Transition Period, in insuring the Integrated Services shall be shared between each Authority in accordance with the percentage apportionment captured in Table 1 of Schedule 4.

14.3 The Host shall notify the other Authorities within 10 days of any claims received in respect of the Integrated Service.

14.4 To the extent such matters are not covered by the insurance arrangements that the Host Authority is required to put in place or the losses sustained fall below the policy excess, the Authorities will be jointly liable with the Host Authority for all losses that it suffers, in relation to all actions, proceedings costs, claims, demands liabilities, losses and expenses however arising out of or in connection with any act or omission by the Host Authority in carrying out all or any of its duties and responsibilities of the Host Authority and/or implementing decisions of the Management Board, save where losses incurred are caused by an unauthorised act of the Host Authority.

14.5 Prior to Host Authority becoming the formal employing Authority, any costs incurred as a result of employer liability claims will be met by the employing Authority. The employing is to maintain employers liability insurance in respect of all staff seconded to the Integrated Service.

14.6 The provisions of this Clause shall survive termination.

## 15. **DATA PROTECTION AND FREEDOM OF INFORMATION**

### **Data Protection**

- 15.1 All Authorities shall comply with the notification requirements under the Data Protection Act ("**DPA**")
- 15.2 All Authorities shall duly observe their obligations under the DPA which arise in connection with this Agreement and further agree to be guided by the Information Sharing Protocol detailed in Schedule 2 to this Agreement.

### **Freedom of Information**

- 15.3 Notwithstanding their duties under clause 12.2, each Authority acknowledges that they are subject to the requirements of the FOIA and the EIR and, should the request relate to the Integrated Service, shall assist and co-operate with each other to enable the Authority, by whom the request has been received, to comply with disclosure requirements under the FOIA.
- 15.4 During the Transition Period the payment for any request shall be apportioned in accordance with Schedule 4; thereafter any request shall be paid for from the pooled fund.

## 16. **GOVERNING LAW AND JURISDICTION**

- 16.1 This Agreement shall be governed by and construed in accordance with English law and, without affecting the escalation procedure set out in clause 12; each Authority agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

## 17. **FAIR DEALINGS**

- 17.1 The Authorities recognise that it is impracticable to make provision for every contingency which may arise during the life of this agreement and they declare it to be their intention that this agreement shall operate between them with fairness and without detriment to the interests of either of them and that if in the course of the performance of this agreement, unfairness to either of them does or may result then the other shall use its reasonable endeavours to agree upon such action as may be necessary to remove the cause or causes of such unfairness.

## **SCHEDULE 1 INTEGRATED SERVICE**

### **PART 1**

#### **Integrated Service – The Vision**

The western bay adoption service wishes to build on the success of three local authorities to improve performance in meeting the needs of those children who require permanence through adoption by bringing together the best practice from each authority into an Integrated Service.

All partners and stakeholders are agreed that collaboration should be underpinned by two guiding principles; that looked after children and prospective adopters alike are advantaged by doing so and that a regional service is demonstrably more efficient and flexible in delivering the service. All partners and stakeholders are agreed that, good as current performance might be, it can and must be improved upon, most especially in reducing the time that children and young people have to wait for adoptive placements and improving the “experience” for prospective adopters from initial inquiry, through the assessment process, panel approval and placement matching and the delivery of post adoption support services.

The amalgamation of services has been approved by the respective Cabinets of Bridgend, Neath Port Talbot and Swansea.

## **SCHEDULE 1 - PART 2**

### **The Key Objectives**

Through collaboration and joint working the Key Objectives are:

- § To carry out the functions of the national adoption service and deliver a comprehensive adoption service on a regional level.
- § To ensure compliance with legislation, regulations, minimum standards, local procedures and the performance management framework set by the National Adoption Board.
- § To ensure that services are carried out in a timely & efficient way and based upon the assessed needs of those persons requiring the service.
- § To ensure that those persons seeking approval as adoptive parents are welcomed without prejudice and delay and that their applications are considered on their individual merit.
- § To develop a recruitment strategy which ensures a range of adoptive placements are available regionally or through external agencies to ensure timely placements for all children where the placement plan is adoption.
- § To provide a child focussed placement service to ensure that children are appropriately matched with adopters who can meet their needs throughout their childhood.
- § To provide a range of pre & post adoption support and intermediary services in conjunction with statutory and voluntary sector providers.
- § To establish effective working links with key stakeholders and other collaboratives.
- § To maintain effective working links with local authority Children's Services Departments to ensure that agency functions in relation to children requiring adoptive placements are maintained.
- § To utilise and build upon examples of good practice within the region and promote consistency, excellence and continuous improvement.
- § To comply with the requirements of external audit and inspection.

§ To ensure that customer feedback and the views of services users are obtained and considered in the development of the service.

## **SCHEDULE 1 - PART 3**

### **SERVICES**

#### **Overview**

Working in collaboration the Host shall ensure the Integrated Service will:

- § Ensure that adoption is considered for all children needing a permanent alternative family and liaise, support and advise Local Authority agency on adoption related matters.
- § Where the plan for children is adoption, assess their placement requirements, and achieve the closest match possible with prospective adopters making all reasonable efforts to enable sibling groups to be placed together where this is in their best interests
- § Recruit, prepare and approve prospective adopters who offer the greatest potential for the adoption of looked after children. This will also include foster carers seeking to adopt a child in their care, if this is considered to be an appropriate plan
- § Respond to the immediate and long-term needs of birth parents, siblings and other birth relatives involved in adoption
- § Provide information, advice and support across the range of interests and needs of those involved in adoption, including 'non-agency' (e.g. parent/partner adoption) and inter-country adoption
- § Offer post placement and post adoption support to all adoptive families, including families where a child has been adopted by a parent/partner or relative, or adopted from overseas
- § Meet the needs of adopted adults seeking information about their adoption history, and of others seeking information about, and searching for, their relatives who have been adopted, including access to records

## **General duties**

The Host Authority shall ensure that the Integrated Service:

- § provides information in a timely manner and follow up to all enquiries from prospective adopters.
- § provides counselling, preparation and pre-approval training for all persons seeking approval as adopters and to ensure that assessments are completed in a timely way.
- § provides support to adoptive families post approval and placement.
- § undertakes assessments of parent/partner and non-agency adopters on behalf of the court.
- § assesses and supports persons who are seeking to adopt a child from abroad.
- § provides a family finding and linking service for all children referred for an adoptive placement.
- § provides a birth parent counselling service for parents and relatives of children where the plan is adoption.
- § provides an intermediary service for those adopted adults seeking access to their birth records and those seeking to be re-united with their birth families.
- § provides an intermediary service to relatives of adopted persons seeking information and contact with the adopted person.
- § provides a range of financial, practical, therapeutic adoption support services to support the assessed needs of children requiring placement and adoptive families.
- § delivers the role & responsibilities of the Adoption Support Services Adviser (ASSA).

- § establishes and maintains regional Adoption Panels in line with regulatory requirements and manage the responsibilities associated with the running of Panels.
- § maintains a management information system to ensure timely, consistent performance reporting to the Director of Operations and the National Board.
- § undertakes a Review of Quality of Service on an annual basis in line with regulatory requirements.

This list is not seen as exhaustive.

## SCHEDULE 2 INFORMATION SHARING PROTOCOL

In this Schedule the following definitions shall apply:

**Data Controller:** shall have the same meaning as set out in the Data Protection Act 1998.

**Data Processor:** shall have the same meaning as set out in the Data Protection Act 1998.

**Data Protection Legislation:** the Data Protection Act 1998, the EU Data Protection Directive 95/46/EC, the Regulation of Investigatory Powers Act 2000, the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 (SI 2000/2699), the Electronic Communications Data Protection Directive 2002/58/EC, the Privacy and Electronic Communications (EC Directive) Regulations 2003 and all applicable laws and regulations relating to processing of personal data and privacy, including where applicable the guidance and codes of practice issued by the Information Commissioner.

**Data Subject:** shall have the same meaning as set out in the Data Protection Act 1998.

**Personal Data:** shall have the same meaning as set out in the Data Protection Act 1998.

**Process:** has the meaning given to it under the Data Protection Legislation but, for the purposes of this agreement, it shall include both manual and automatic processing.

**Project:** the Integrated Services to be delivered by the Authorities under this Agreement.

**Staff:** means all persons employed by the Lead Partner to perform its obligations under the Agreement.

### 1. PROTECTION OF DATA

1.1 It is understood by each Authority that there is a great deal of data, much of it sensitive, processed by the adoption teams in each Authority area. As a result of the collaborative working it is likely that, at times, Personal Data may be transferred between Authorities for the benefit of the Project.

1.2 This Schedule aims to clarify each Authorities duty when receiving Personal Data from another Authority.

1.3 With respect to the Authorities rights and obligations under this Agreement, the Authorities agree that each Authority is the Data Controller in respect of the work undertaken in that area relating to the Integrated Service. And that if such Data is passed to another Authority that Authority will be regarded as the Data Processor.

1.4 Each Authority that acts as Processor shall:

(a) Process the Personal Data only in accordance with instructions from the Data Controller;

- (b) Process the Personal Data only to the extent, and in such manner, as is necessary for the provision of the Project or as is required by law or any regulatory body;
- (c) implement appropriate technical and organisational measures to protect the Personal Data against unauthorised or unlawful processing and against accidental loss, destruction, damage, alteration or disclosure;
- (d) obtain prior written consent from the Authority in order to transfer the Personal Data to any affiliates for the provision of the Project;
- (e) ensure that all Employees required to access the Personal Data are informed of the confidential nature of the Personal Data and comply with the obligations set out in this Schedule;
- (f) ensure that none of the Employees publish, disclose or divulge any of the Personal Data to any third party unless directed in writing to do so by the Data Controller;
- (g) notify the Data Controller (within five Working Days), if it receives:
  - (i) a request from a Data Subject to have access to that person's Personal Data; or
  - (ii) a complaint or request relating to the Authority's obligations under the Data Protection Legislation;
  - (iii) provide the Authority with full co-operation and assistance in relation to any complaint or request made, including by:
    - (iv) providing the Authority with full details of the complaint or request;
    - (v) providing the Authority with any Personal Data it holds in relation to a Data Subject (within the timescales required by the Authority); and
    - (vi) providing the Authority with any information requested by the Authority.

1.5 Each Authority shall comply at all times with the Data Protection Legislation and shall not perform its obligations under this agreement in such a way as to cause any other Authority to breach any of its applicable obligations under the Data Protection Legislation.

1.6 Each Authority agrees that if a data subject access request is received then the Authority which is deemed to be Data Controller shall be responsible for all expenses relating to such request.

## 2. **DATA STORAGE**

- 2.1 Each Authority shall be responsible for storing their own data in respect of services undertaken in their respective jurisdiction and shall do so in accordance with the Data Protection Act 1998.
- 2.2 It is anticipated that during the Transition Period, a date yet to be agreed, all data will eventually be stored by the Host Authority. In storing the data the Host Authority undertakes to store all data in accordance with the Data Protection Act, paying particular attention to principle 7 (security).

## **SCHEDULE 3 GOVERNANCE**

### **PART I - THE MANAGEMENT BOARD**

#### **1. MEMBERSHIP**

- 1.1 The Management Board will comprise of:
- (a) A Head of Service from each of the Authorities;
  - (b) A Director from one of the Authorities (Chairperson).
- 1.2 Each Management Board member shall have delegated authority to make decisions, relating only to the Terms of Reference detailed in Paragraph 3 below, on behalf of the Authorities. Save for those matters which shall be referred back to the Authorities for resolution in accordance with the terms of this Agreement.

#### **2. MEETINGS AND DECISIONS**

- 2.1 The Management Board shall meet bi-monthly and shall be held within the Western Bay region as determined by the Management Board.
- 2.2 To constitute a quorate meeting of the Management Board all members must be present.
- 2.3 A Management Board Member may appoint an authorised deputy to attend any Management Board meeting on his or her behalf. Where practicable the Management Board should be made aware of such substitution.
- 2.4 Any meeting of the Management Board may be summoned on the giving of not less than 5 working days' notice to all other parties and such meeting must be held within 3 working days following expiration of the notice.
- 2.5 Each member of the Management Board will use their best endeavours to reach a consensus on decisions, acting reasonably and co-operatively in order to reach agreement which contributes to the success of the Integrated Service.
- 2.6 Any decision of the Management Board will be passed by a majority vote. In the event of there being an equal number of votes cast, the chair shall have the second or deciding vote.
- 2.7 The agenda for each meeting will be prepared and circulated by the Regional Adoption Service Manager 3 working days prior to the meeting (save for requests in accordance with 2.4 above). Any party may request an item be added to the agenda.

2.8 Members of the Management Board may invite one or more officers from the Authorities to attend meetings of the Management Board.

2.9 The minutes of the proceedings of every meeting shall be drawn up by the Host Authority. Copies shall be circulated to all those in attendance within 2 weeks after the date of such meeting.

### 3. **TERMS OF REFERENCE**

3.1 The activities of the Management Board shall include but not be limited to:

- (a) Determining the strategic direction of the Integrated Service;
- (b) Oversee the appointment and designation of a Regional Adoption Service Manager;
- (c) Setting monitoring and reviewing Integrated Service standards;
- (d) Monitoring performance to include financial performance including budget spend;
- (e) Resolve any conflicts between competing interests of the Authorities;
- (f) Review the governance arrangement set out by this Agreement;
- (g) Resolve any disputes referred to it via the escalation procedure;
- (h) Ensure the Integrated Service safeguards children and adoptive parents and further protects the communities of the Western Bay region

## **PART II – REGIONAL ADOPTION SERVICE MANAGER**

### 1. **APPOINTMENT**

1.1 The Authorities will work together to appoint a Regional Adoption Service Manger by September 30 2014.

### 2. **TERMS OF REFERENCE**

2.1 The activities of the Regional Adoption Service Manger shall include but not be limited to:

- (a) Attend and advise the Management Board;
- (b) Providing general day to day management of the Integrated Service;
- (c) Attending scrutiny meetings across all Authority areas;
- (d) Managing staff and resources;

- (e) Driving & continuing to improve the performance of the Integrated Service teams;
- (f) Developing and maintain partner relationships;
- (g) Reporting to the National Adoption Board as required;
- (h) Having access to the Host Authority Chief Executive in situations where differences between agencies are impeding work;

2.2 This list is not exhaustive a fuller list of duties and obligations are attached at Schedule 5.

## SCHEDULE 4 TRANSITION BUDGET

### 1. APPORTIONMENT OF INTEGRATED SERVICE COSTS

- 1.1 The Authorities are committed to establishing a fair and equitable basis for apportioning costs associated with the functioning of the new Integrated Service.
- 1.2 The Authorities agree that for the Transition Period the Integrated Service shall continue to be subject to the financing and governance arrangements that currently apply in relation to the three individual adoption service teams.
- 1.3 All recurrent costs which are not directly attributable to the establishment of the Integrated Service, including but not limited to staffing and premises will be met from each individual Authority budget during the Transition Period. For the avoidance of doubt this includes any redundancy or other payments relating to savings identified in each Council's Medium Term Financial Strategy (MTFS)
- 1.4 Any shared costs incurred during the Transition Period, including but not limited to the increase in insurance premium payable by the Host Authority in insuring the Integrated Service delivery, will be apportioned in accordance with the apportionment table detailed in table 1 below.
- 1.5 The percentage breakdown used in table 1 below is based upon the actual expenditure in the previous 3 years.

**TABLE 1 - PERCENTAGE APPORTIONMENT DURING THE INTERIM PERIOD:**

<b>Authority</b>	<b>Figures Based on Actual Expenditure over the past 3 years*</b>
<b>Bridgend</b>	24%
<b>Host Authority Swansea</b>	38%
<b>NPT</b>	38%

\* Years 2012, 2013 and 2014

- 1.6 After the expiration of the Transition Period the Host Authority, NPT and Bridgend agree to contribute to a pooled fund which shall be separately documented in the Main Agreement.

2. **INTEGRATED SERVICE OVERSPEND**

- 2.1 In the event of the Integrated Service becoming overspent, the Management Board shall meet within 5 days or as soon as reasonably practicable thereafter to address the overspend. The Management Board shall decide on how to apportion the additional contributions necessary.

3. **INTEGRATED SERVICE UNDERSPEND**

- 3.1 If the Integrated Service becomes underspent, the Management Board shall meet within 5 days of being notified to address the underspends.

4. **INCOME GENERATION**

- 4.1 In the event of income being generated during the transition Period the Management Board will decide on how best to deal with such income

## **SCHEDULE 5 REGIONAL ADOPTION SERVICE MANAGER JOB DESCRIPTION**

### **SUMMARY OF ROLE**

#### **PURPOSE OF THE POST:**

1.1 To implement and manage the Western Bay regional adoption service and ensure effective and efficient Service delivery.

1.2 To provide operational and strategic leadership and management of adoption provision across the Region to ensure compliance with statutory requirements, policies and procedures and performance measures.

1.3 To promote and develop a cohesive, responsive and quality service in conjunction with partner agencies to meet identified needs and ensure best outcomes.

1.4 To promote the work of the regional collaborative and be accountable to the Regional Management Board.

1.5 To be accountable for the performance of the regional service to the Regional Management Board

#### **THE POST HOLDER IS RESPONSIBLE FOR THE FOLLOWING:**

2.1 Develop and implement strategic plans for the Adoption Service through appropriate cross agency partnerships, in order to deliver effective services for children with key partner agencies such as Health, Education, the Police and the Independent Sector.

2.2 Develop, monitor and evaluate services provided in order to raise standards and contribute to the success of the Adoption Service through organisational development, change management and workforce planning.

2.3 Ensure appropriate improvements are made to services in order to continuously improve standards of service provision.

2.4 Manage and control the relevant budgets, ensuring that appropriate and effective use is made of the financial resources available. Work closely with finance colleagues to maximise financial resources available to develop services for children.

2.5 Ensure that data relating to individual clients is recorded and that performance and activity information is reported to the Regional and National Adoption Boards on local and national Performance information.

2.6 Provide monthly supervision in line with the Authority supervision policy to Team Managers.

2.7 Develop mechanisms to maintain strong links with the Child Care Teams in each Local Authority to maintain the profile of Adoption.

2.8 Contribute to and manage inspection processes across the service area as required.

2.9 Represent the region when required at a national and strategic level and contribute to the development and work of the National Adoption Service.

2.10 Ensure Adoption Panels provide robust scrutiny of assessments of Adopters and Matching of children to Adopters.

2.11 Ensure the workforce is adequately qualified and trained to carry out the requirements of the service.

2.12 Ensure that the professional practice and standards of Social Workers and other Team Members are promoted, supported and monitored through regular supervision and appraisal.

2.13 Ensure that all statutory duties in respect of children are discharged in accordance with the requirements of legislation, guidance and the Council's policy.

2.14 To promote good working relationships with other organisations and agencies and to develop effective joint arrangements with the statutory bodies.

2.15 Create opportunities to maximise universal services to meet the needs of children within the region.

2.16 The Regional Manager will be accountable to the Regional Management Board for the service's performance and then to the National Board. Consequently, the regional manager will be required to attend and report to the National Service at regular intervals

## **HEALTH & SAFETY RESPONSIBILITIES**

3.1 To undertake the Health and Safety responsibilities within the HASAWA 1974.

3.2 Employees have a duty of care;

i) to take reasonable care for the health and safety of both themselves whilst at work and of other persons who may be affected by their acts or omissions (by what they do or do not do).

ii) to co-operate with the employer so as to enable the duty imposed on them to be performed or complied with

iii) not to interfere with, or misuse, anything provided for their health, safety or welfare.

#### **4.0 GENERAL DUTIES**

4.1 To assist in the development of initiatives, e.g. Investors in People; Performance Management and Appraisal; Continuous Professional Development, etc. To ensure that all activities are operated in accordance with Equal Opportunities.

#### **JOB WORKING CIRCUMSTANCES**

The post holder will be expected to:

Central office location base with travel to various locations for external meetings. May be required to travel to other sites.

## SCHEDULE 6 FORM OF SECONDMENT LETTER

[ON HEADED NOTEPAPER OF THE EMPLOYER]

[ADDRESSEE]

[ADDRESS LINE 1]

[ADDRESS LINE 2]

[POSTCODE]

[DATE]

Dear [NAME],

### **Secondment to The City and County of Swansea Council**

I am writing to confirm the arrangements that have been agreed between us in connection with your secondment to Swansea Council (**the Host**).

1. You shall remain employed by [NAME OF AUTHORITY] (**THE AUTHORITY**) during the secondment and your current terms of employment shall remain unchanged, except as set out in this letter. In particular, your period of continuous employment will remain unbroken. At the end of the secondment, the Authority currently intends that you will return to your current position on the terms applying before the secondment, or a suitable alternative if that role no longer exists. However, this may change according to the needs of the business at that time.
2. The secondment shall commence on [DATE] and shall continue until terminated:
  - (a) on [NUMBER] months' written notice from either the Host or the Authority; or
  - (b) on the termination of your employment in accordance with the terms of your contract.
3. During the secondment you shall:
  - (a) continue to abide by the terms of your contract;
  - (b) carry out any work that is reasonably required of you by the Authority at the Host's request;
  - (c) continue to report to, and be managed by, [NAME] at the Authority;
  - (d) report on day-to-day matters to [NAME] at the Host;

- (e) obtain the prior approval of [NAME AT AUTHORITY] in the usual way before taking any holiday; and
  - (f) if you are absent from work at any time, notify both [NAME AT HOST] and [NAME AT AUTHORITY] as soon as possible on the first day of absence.
4. [DETAILS OF ANY TERMS OF EMPLOYMENT THAT WILL CHANGE, SUCH AS HOURS OF WORK]
5. During the secondment:
- (a) you should continue to stay in contact with [NAME OF CONTACT AT AUTHORITY] on a regular basis and, in particular, keep them informed of any issues that arise and any absences from work;
  - (b) you should talk to [NAME AT AUTHORITY] if you have any issues or concerns about your secondment or the work that you are doing; and
  - (c) the Authority will conduct any appraisals and pay reviews in the usual way and will deal with any grievances or any concerns about your conduct or performance. In all cases it will consult the Host before taking any action.
6. The Authority shall continue to pay your salary in the normal way and you shall continue to participate in [DETAILS OF ANY BENEFITS].
7. You consent to the Company providing relevant information about you to the Host in connection with the secondment to the Host to enable it to [DETAILS].

Please sign the enclosed copy of this letter and return it to [NAME] by [DATE] to indicate your agreement to the terms in this letter.

Yours sincerely,

For and on behalf of [NAME OF EMPLOYER]

I hereby agree to the above changes to the terms of my employment.

Signed .....

by [SECONDEE]

Date .....

This Agreement has been entered into on the date stated at the beginning of it.

**THE COMMON SEAL** of **BRIDGEND** )  
**COUNTY BOROUGH COUNCIL** was )  
hereunto affixed in the presence of:- )

**Mayor**

**Authorised Signatory**

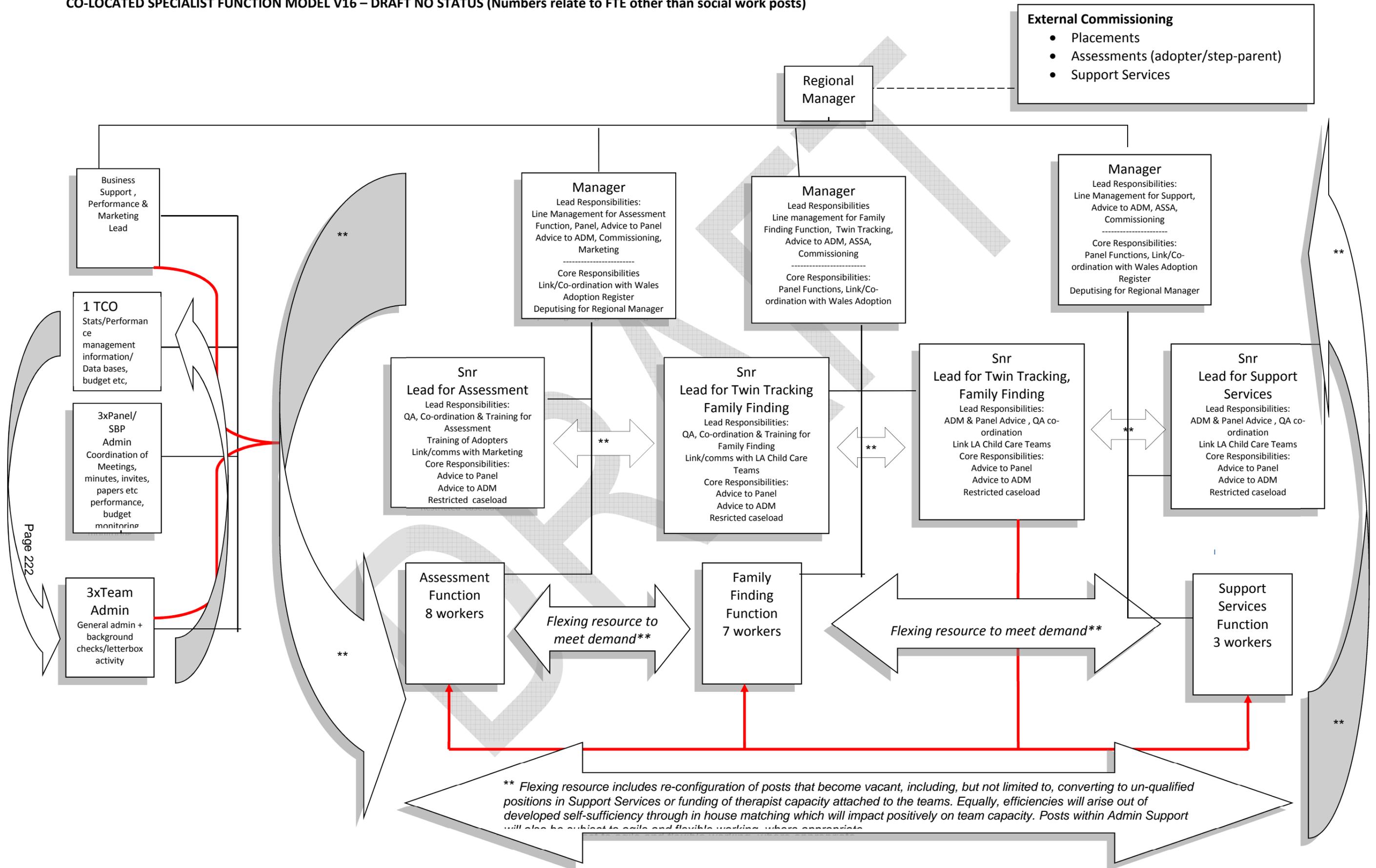
**THE COMMON SEAL** of **THE CITY AND** )  
**COUNTY OF SWANSEA COUNCIL** was )  
hereunto affixed in the presence of:- )

**Designation:**

**THE COMMON SEAL** of **NEATH PORT** )  
**TALBOT COUNCIL** was )  
hereunto affixed in the presence of:- )

**Designation:**

**CO-LOCATED SPECIALIST FUNCTION MODEL V16 – DRAFT NO STATUS (Numbers relate to FTE other than social work posts)**



## Report of the Cabinet Member for Transformation and Performance

Cabinet – 16 December 2014

### NATIONAL JOINT COUNCIL FOR LOCAL GOVERNMENT SERVICES PAY AWARD FOR 2014/16

<b>Purpose:</b>	To advise on the NJC Pay Award for the pay years 2014/15 and 2015/2016 and to seek approval to implement.
<b>Policy Framework:</b>	Pay Policy 2014/2015.
<b>Reason for Decision:</b>	To enable implementation of the NJC Pay Award.
<b>Consultation:</b>	Legal, Finance, Access to Services and Executive Board.
<b>Recommendation(s):</b>	It is recommended that the NJC proposed pay award is accepted and applied.
<b>Report Author:</b>	Steve Rees / Deb Yeates
<b>Finance Officer:</b>	Mike Hawes
<b>Legal Officer:</b>	Sharon Heys
<b>Access to Services Officer:</b>	Catherine Window

#### 1. INTRODUCTION

- 1.1 The National Joint Council (NJC) has published the agreed rates of pay applicable for Local Government employees from 1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2016.
- 1.2 This report seeks authority to implement this proposal.
- 1.3 All Staff within the Council are covered by the National Joint Council apart from Chief Officers, Teachers and Soulbury employees who are covered by separate negotiating bodies.

#### 2. THE PROPOSED NATIONAL PAY AWARD

- 2.1 Swansea has historically and consistently paid NJC pay rates and national pay awards, details of which will be public knowledge.

2.2 The NJC has agreed a pay award with the National Trade Unions for the period 1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2016 which consists of the following:

- 2.2% increase payable from 1<sup>st</sup> January 2015 which covers the pay years 2014/15 and 2015/2016 (See Appendix 1).
- Non consolidated payments to be paid in December 2014 (SCPs 5-49 only) and in April 2015 (SCPs 26-49 only) (See Appendix 2). These payments will be paid on a pro rata basis for part time staff.
- that Spinal Column Point 5 (SCP5) be deleted with effect from 1 October 2015. Therefore, employees on SCP5 shall progress to SCP6 on 1 October 2015. (This does not affect Swansea employees as we pay above SCP 5).

2.2 The view of officers is that the non-consolidated payments due in December 2014 and April 2015 be both paid in December 2014. This is the view of the majority of Councils who are paying the lump sum in total to everyone in December

### **3. AFFECT ON THE LIVING WAGE**

3.1 The Council implemented the Living Wage for employees in April 2013 at £7.45 per hour. This resulted in us amending our Pay Model so that Spinal Column Point 10 was increased to £14,374 p.a. (£7.45 per hour) from the nationally agreed rate of £14,013 p.a.

3.2 Living Wage enhancements only apply to normal working hours (up to 37 hours) and will not be applied to premium payments, such as overtime, weekend working. An example would be where an employee is on Grade 1 (Living Wage), they would receive £7.45 for all basic hours up to 37 hours per week. However, if they work overtime, they will be paid at the appropriate enhanced rate on spinal column point 6. An employee on Grade 2 would be paid at the appropriate enhanced rate on spinal column point 10.

3.3 The Living Wage rate increased nationally in November 2013 to £7.65 and in November 2014 to £7.85; however there was no subsequent increase within the Council.

3.4 The view of officers is that the award of 2.2% should also be applied to our SCP 10 taking the annual salary to £14,689 (£7.61 per hour), which would be above the national SCP 10 rate of £14,338 p.a.. Not to do so would mean that those currently on SCP 10 would receive no increase.

### **4. EQUALITY AND ENGAGEMENT IMPLICATIONS**

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

### **5. FINANCIAL IMPLICATIONS**

5.1 These additional costs have been accounted for in the medium term financial plan.

## **6. LEGAL IMPLICATIONS**

6.1 The Authority is part of the NJC collective bargaining process which encompasses negotiation for pay increases nationally.

**Background Papers:** None.

**Appendices:**

Appendix 1 - NJC PAY GRADES 2014-16.

Appendix 2 - NON-CONSOLIDATED PAYMENTS.

## NJC PAY GRADES 2014-16

SCP	Apr-13	Hourly Rate	Jan-15	Hourly Rate
5 (until 1 Oct 15)	£ 12,435	£ 6.45	£ 13,500	£ 7.00
6	£ 12,614	£ 6.54	£ 13,614	£ 7.06
7	£ 12,915	£ 6.69	£ 13,715	£ 7.11
8	£ 13,321	£ 6.90	£ 13,871	£ 7.19
9	£ 13,725	£ 7.11	£ 14,075	£ 7.30
10	£ 14,013	£ 7.26	£ 14,338	£ 7.43
Swansea's Living Wage – scp (£7.61 per hour)	£ 14,374	£ 7.45	£ 14,689	£ 7.61
11	£ 14,880	£ 7.71	£ 15,207	£ 7.88
12	£ 15,189	£ 7.87	£ 15,523	£ 8.05
13	£ 15,598	£ 8.08	£ 15,941	£ 8.26
14	£ 15,882	£ 8.23	£ 16,231	£ 8.41
15	£ 16,215	£ 8.40	£ 16,572	£ 8.59
16	£ 16,604	£ 8.61	£ 16,969	£ 8.80
17	£ 16,998	£ 8.81	£ 17,372	£ 9.00
18	£ 17,333	£ 8.98	£ 17,714	£ 9.18
19	£ 17,980	£ 9.32	£ 18,376	£ 9.52
20	£ 18,638	£ 9.66	£ 19,048	£ 9.87
21	£ 19,317	£ 10.01	£ 19,742	£ 10.23
22	£ 19,817	£ 10.27	£ 20,253	£ 10.50
23	£ 20,400	£ 10.57	£ 20,849	£ 10.81
24	£ 21,067	£ 10.92	£ 21,530	£ 11.16
25	£ 21,734	£ 11.27	£ 22,212	£ 11.51
26	£ 22,443	£ 11.63	£ 22,937	£ 11.89
27	£ 23,188	£ 12.02	£ 23,698	£ 12.28
28	£ 23,945	£ 12.41	£ 24,472	£ 12.68
29	£ 24,892	£ 12.90	£ 25,440	£ 13.19
30	£ 25,727	£ 13.33	£ 26,293	£ 13.63
31	£ 26,539	£ 13.76	£ 27,123	£ 14.06
32	£ 27,323	£ 14.16	£ 27,924	£ 14.47
33	£ 28,127	£ 14.58	£ 28,746	£ 14.90
34	£ 28,922	£ 14.99	£ 29,558	£ 15.32
35	£ 29,528	£ 15.31	£ 30,178	£ 15.64
36	£ 30,311	£ 15.71	£ 30,978	£ 16.06
37	£ 31,160	£ 16.15	£ 31,846	£ 16.51
38	£ 32,072	£ 16.62	£ 32,778	£ 16.99
39	£ 33,128	£ 17.17	£ 33,857	£ 17.55
40	£ 33,998	£ 17.62	£ 34,746	£ 18.01
41	£ 34,894	£ 18.09	£ 35,662	£ 18.48
42	£ 35,784	£ 18.55	£ 36,571	£ 18.96
43	£ 36,676	£ 19.01	£ 37,483	£ 19.43
44	£ 37,578	£ 19.48	£ 38,405	£ 19.91
45	£ 38,422	£ 19.92	£ 39,267	£ 20.35
46	£ 39,351	£ 20.40	£ 40,217	£ 20.85
47	£ 40,254	£ 20.86	£ 41,140	£ 21.32
48	£ 41,148	£ 21.33	£ 42,053	£ 21.80
49	£ 42,032	£ 21.79	£ 42,957	£ 22.27
50	£ 42,947	£ 22.26	£ 43,892	£ 22.75
51	£ 43,847	£ 22.73	£ 44,812	£ 23.23
52	£ 44,756	£ 23.20	£ 45,741	£ 23.71
53	£ 45,689	£ 23.68	£ 46,694	£ 24.20
54	£ 46,641	£ 24.18	£ 47,667	£ 24.71
55	£ 47,813	£ 24.68	£ 48,660	£ 25.22

**KEY:**

	These spinal column points are not part of this Authority's Pay Structure.
	<p>These spinal column points are used to calculate overtime payments for staff who are on Grade 1 (Living Wage) or Grade 2, i.e.</p> <p>Grade 1 (Living Wage)    premium payments to be paid on scp 6 Grade 2                      premium payments to be paid on scp 10</p>

## NON-CONSOLIDATED PAYMENTS

SCP	December 2014	April 2015
5	£325	0
6	£325	0
7	£325	0
8	£150	0
9	£150	0
10	£150	0
11	£100	0
12	£100	0
13	£100	0
14	£100	0
15	£100	0
16	£100	0
17	£100	0
18	£100	0
19	£100	0
20	£100	0
21	£100	0
22	£100	0
23	£100	0
24	£100	0
25	£100	0
26	£100	£3
27	£100	£7
28	£100	£10
29	£100	£14
30	£100	£18
31	£100	£22
32	£100	£26
33	£100	£29
34	£100	£33
35	£100	£36
36	£100	£39
37	£100	£43
38	£100	£47
39	£100	£52
40	£100	£56
41	£100	£60
42	£100	£65
43	£100	£69
44	£100	£73
45	£100	£77
46	£100	£81
47	£100	£85
48	£100	£89
49	£100	£93
50	0	0
51	0	0
52	0	0
53	0	0
54	0	0
55	0	0

## Report of the Head of Legal, Democratic Services & Procurement

**Cabinet – 16 December 2014**

### EXCLUSION OF THE PUBLIC

<b>Purpose:</b>	To consider whether the Public should be excluded from the following items of business.	
<b>Policy Framework:</b>	None.	
<b>Reason for Decision:</b>	To comply with legislation.	
<b>Consultation:</b>	Legal.	
<b>Recommendation(s):</b>	It is recommended that:	
<b>1)</b>	The public be excluded from the meeting during consideration of the following item(s) of business on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs listed below of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 subject to the Public Interest Test (where appropriate) being applied.	
	<b>Item No.</b>	<b>Relevant Paragraphs in Schedule 12A</b>
	14a	14
	15a	14 and 16
	16a	14 and 16
<b>Report Author:</b>	Democratic Services	
<b>Finance Officer:</b>	Not Applicable	
<b>Legal Officer:</b>	Patrick Arran – Head of Legal, Democratic Services and Procurement (Monitoring Officer)	

## 1. Introduction

- 1.1 Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, allows a Principal Council to pass a resolution excluding the public from a meeting during an item of business.
- 1.2 Such a resolution is dependant on whether it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present during that item there would be disclosure to them of exempt information, as defined in section 100I of the Local Government Act 1972.

## 2. Exclusion of the Public / Public Interest Test

- 2.1 In order to comply with the above mentioned legislation, Cabinet will be requested to exclude the public from the meeting during consideration of the

item(s) of business identified in the recommendation(s) to the report on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Exclusion Paragraphs of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

- 2.2 Information which falls within paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 2.3 The specific Exclusion Paragraphs and the Public Interest Tests to be applied are listed in **Appendix A**.
- 2.4 Where paragraph 16 of the Schedule 12A applies there is no public interest test. Councillors are able to consider whether they wish to waive their legal privilege in the information, however, given that this may place the Council in a position of risk, it is not something that should be done as a matter of routine.

### **3. Financial Implications**

- 3.1 There are no financial implications associated with this report.

### **4. Legal Implications**

- 4.1 The legislative provisions are set out in the report.
- 4.2 Councillors must consider with regard to each item of business set out in paragraph 2 of this report the following matters:
  - 4.2.1 Whether in relation to that item of business the information is capable of being exempt information, because it falls into one of the paragraphs set out in Schedule 12A of the Local Government Act 1972 as amended and reproduced in Appendix A to this report.
  - 4.2.2 If the information does fall within one or more of paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended, the public interest test as set out in paragraph 2.2 of this report.
  - 4.2.3 If the information falls within paragraph 16 of Schedule 12A of the Local Government Act 1972 in considering whether to exclude the public members are not required to apply the public interest test but must consider whether they wish to waive their privilege in relation to that item for any reason.

**Background Papers:** None.

**Appendices:** Appendix A – Public Interest Test.

## Public Interest Test

No.	Relevant Paragraphs in Schedule 12A
<b>12</b>	<b>Information relating to a particular individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 12 should apply. His view on the public interest test was that to make this information public would disclose personal data relating to an individual in contravention of the principles of the Data Protection Act. Because of this and since there did not appear to be an overwhelming public interest in requiring the disclosure of personal data he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>13</b>	<b>Information which is likely to reveal the identity of an individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 13 should apply. His view on the public interest test was that the individual involved was entitled to privacy and that there was no overriding public interest which required the disclosure of the individual's identity. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>14</b>	<b>Information relating to the financial or business affairs of any particular person (including the authority holding that information).</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 14 should apply. His view on the public interest test was that:</p> <p><b>a)</b> Whilst he was mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, the right of a third party to the privacy of their financial / business affairs outweighed the need for that information to be made public; or</p> <p><b>b)</b> Disclosure of the information would give an unfair advantage to tenderers for commercial contracts.</p> <p>This information is not affected by any other statutory provision which requires the information to be publicly registered.</p> <p>On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

No.	Relevant Paragraphs in Schedule 12A
15	<p><b>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 15 should apply. His view on the public interest test was that whilst he is mindful of the need to ensure that transparency and accountability of public authority for decisions taken by them he was satisfied that in this case disclosure of the information would prejudice the discussion in relation to labour relations to the disadvantage of the authority and inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
16	<p><b>Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</b></p>
	<p>No public interest test.</p>
17	<p><b>Information which reveals that the authority proposes:</b>  <b>(a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</b>  <b>(b) To make an order or direction under any enactment.</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 17 should apply. His view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by the public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
18	<p><b>Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime</b></p>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 18 should apply. His view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

By virtue of paragraph(s) 14 of Schedule 12A  
of the Local Government Act 1972  
as amended by the Local Government (Access to  
Information) (Variation) (Wales) Order 2007.

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By virtue of paragraph(s) 14, 16 of Schedule 12A  
of the Local Government Act 1972  
as amended by the Local Government (Access to  
Information) (Variation) (Wales) Order 2007.

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By virtue of paragraph(s) 14, 16 of Schedule 12A  
of the Local Government Act 1972  
as amended by the Local Government (Access to  
Information) (Variation) (Wales) Order 2007.

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By virtue of paragraph(s) 14, 16 of Schedule 12A  
of the Local Government Act 1972  
as amended by the Local Government (Access to  
Information) (Variation) (Wales) Order 2007.

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# Agenda Item 16.a

By virtue of paragraph(s) 14, 16 of Schedule 12A  
of the Local Government Act 1972  
as amended by the Local Government (Access to  
Information) (Variation) (Wales) Order 2007.

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