

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

COMMUNITIES CABINET ADVISORY COMMITTEE

At: Committee Room 5, Guildhall, Swansea

On: Thursday, 9 June 2016

Time: 2.00 pm

Chair: Councillor Bob Clay

Membership:

Councillors: J E Burtonshaw, U C Clay, D W Cole, A M Cook, N J Davies,
T J Hennegan, H M Morris and G J Tanner

AGENDA

Page No.

- 1 **Apologies for Absence.**
- 2 **Disclosures of Personal and Prejudicial Interests.**
www.swansea.gov.uk/disclosuresofinterests
- 3 **Minutes:** 1 - 8
To approve & sign the Minutes of the previous meeting(s) as a correct record.
- 4 **Reviewing the Tackling Poverty Strategy.** 9 - 57
- 5 **Discussion on the Work Plan for 2016-2017.**

Next Meeting: Thursday, 14 July 2016 at 2.00 pm



Patrick Arran
Head of Legal and Democratic Services
Wednesday, 1 June 2016

Contact: Democratic Services - Tel: (01792) 636923

CITY AND COUNTY OF SWANSEA

MINUTES OF THE COMMUNITIES CABINET ADVISORY COMMITTEE

HELD AT COMMITTEE ROOM 5, GUILDHALL, SWANSEA ON
THURSDAY, 14 APRIL 2016 AT 2.00 PM

PRESENT: Councillor R A Clay (Chair) Presided

Councillor(s)

D W Cole
N J Davies
G J Tanner

Councillor(s)

A M Cook
T J Hennegan

Councillor(s)

J P Curtice
B Hopkins

Also Present:

Councillor A S Lewis – Cabinet Member for Next Generation Services
Councillor U C Clay

Officer(s)

Anthony Richards – Tackling Poverty Partnerships Officer
Jeremy Parkhouse – Democratic Services Officer

Apologies for Absence

Councillor(s): W Evans – Cabinet Member for Anti-Poverty

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

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

67 **MINUTES.**

RESOLVED that the Minutes of the Communities Cabinet Advisory Committee meeting held on 10 March 2016 be agreed as a correct record.

Noted that the Chair had spoken to the Section 151 Officer to determine a way to quantify the cost of delays with DFG's and would discuss further.

68 **BME ACCESS TO COMMUNITIES FIRST PROVISION. (HEAD OF POVERTY & PREVENTION)**

In the absence of the Head of Poverty and Prevention, Anthony Richards, Tackling Poverty Partnerships Officer presented a Briefing Note on Black and Minority Ethnic Communities access to the Communities First Programme in Swansea.

It was outlined that the City and County of Swansea had received Communities First funding since 2001. The 2015/16 budget allocation was £2,844,812, which included a 5% reduction on the previous year. This funded 3 central support staff and 5 Cluster Delivery Teams. There were a combined staffing number of 47.5 that had responsibility for delivering 5 Cluster Delivery Plans. These cluster delivery plans

outlined projects which delivered outcomes for communities first residents in the main areas of learning, health and prosperity.

In order to engage people on the Communities First programme within each of the Cluster areas, the teams worked to understand community engagement and involvement and the diversity of residents in the areas. Swansea's Communities First Programme had a shared definition of Community Involvement:

"It is the process of creating opportunities for everyone to:

- have the confidence to take part in their community and society,
- have a voice in local service planning and delivery, and
- have the capacity, strength and wellbeing to contribute towards more sustainable and cohesive communities and societies."

It was added that the Community Involvement Plan (CIP) enabled the Communities First team to fully understand the community needs and maximise involvement with residents who were hard to reach. Community Involvement needed to be continually evaluated to identify the effectiveness and relevance of the plan.

Each Community Involvement Plan supported Swansea's Tackling Poverty Strategy which recognised that resilient communities had strong community involvement. The Communities First Programme through the CIP identified and targeted the most marginalised members of our most deprived communities and increasingly involved local people in decision making.

Whilst not all community members/residents responded to engagement techniques and the provision of information in the same way, there are a number of tools available to increase Community Involvement:

There were local 'hooks' to get people involved. Residents liked to receive up to date information on projects and activities via leaflets or the local newsletter. Community information boards provided local information. Other methods of engagement included:-

- Door to door consultation;
- Newsletter, leaflets;
- Information boards;
- Social media networks;
- Translation of information;
- Community Groups/Organisations;
- Community Meetings;

Details of how the BME population looked like across Swansea and by each Communities First Cluster area, BME people accessing the Communities First Programme in 2015/16 and what BME communities had accessed and participated in, were provided.

It was added that plans were nearing completion for the introduction of the Communities for Work (CfW) European Social Fund programme. This programme

was a Priority 1 & 3 programme working specifically in Communities First Cluster areas to support long term unemployed people into work.

A brief of the key changes to to the Communities First Programme 2016/17 was given –

The key changes to the structure and delivery model are as follows

- A move from 5 Cluster Delivery Teams managed by 5 Cluster Managers to 3 themed teams delivering across 5 Cluster Areas.
- Submission of a single Delivery Plan for the Communities First Programme in Swansea rather than 5 separate plans.
- Greater alignment of projects, performance measures and outcomes.
- Development of programme wide commissioning of specialist services.
- Improved resource for more targeted engagement in the programme.
- Development of an asset based approach to supporting people.

The Committee asked questions of the Officer, who responded accordingly. Discussions centred around the following: -

- BME Population across Swansea;
- What BME communities have accessed and participated in;
- Family learning, cooking projects and communicating with the community;
- Parents making friendships at school gates when collecting children from school;
- Breaking down communication barriers;
- Significant change programme;
- Translation services available to the community;
- Use of foodbanks by BME community.

RESOLVED that the contents of the report be noted.

69 **PRIORITIES FOR THE COMMUNITIES CAC IN THE 2016-2017 MUNICIPAL YEAR. (CHAIR)**

The Chair stated that the Committee needed to agree its priorities for the 2016-2017 Municipal Year. It was proposed that the Committee draft a list of possible topics for discussion. The Cabinet Member for Next Generation Services indicated that she would be happy to mutually agree the topics to be included in the Work Plan 2016/17.

RESOLVED that the Committee agrees a list of topics for the 2016/17 Work Plan and discussions take place with the Cabinet Members.

70 **WORK PLAN 2015-2016.**

The Chair presented an updated Work Plan 2015/2016.

It was proposed that the meeting originally scheduled for 12 May 2016 which had been subsequently cancelled, be re-instated.

The Chair stated that the purpose of the meeting was to receive the Draft Energy Policy Report presented by the Energy Manager.

RESOLVED that: -

- 1) The contents of the report be noted;
- 2) An additional Committee meeting be scheduled for 2 p.m. on Thursday, 12 May 2016.

The meeting ended at 3.13 pm

CHAIR

CITY AND COUNTY OF SWANSEA

MINUTES OF THE SPECAIL COMMUNITIES CABINET ADVISORY COMMITTEE HELD AT COMMITTEE ROOM 5, GUILDHALL, SWANSEA ON THURSDAY, 12 MAY 2016 AT 2.00 PM

PRESENT: Councillor R A Clay (Chair) Presided

Councillor(s)
U C Clay

Councillor(s)
T J Hennegan

Officer(s)

M Nicholls
S Woon
T Shaw

Interim Director of Place
Democratic Services Officer
Energy Manager

Also present:

Councillor A S Lewis (Cabinet Member for Next Generation Services)
Councillor P M Meara
Keith Ross, Frack Free Wales

71 **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors J E Burtonshaw, D W Cole and N J Davies.

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

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

73 **ENERGY STRATEGY.**

Martin Nicholls, Interim Director of Place, assisted by Terri Shaw, Energy Manager, presented the City and County of Swansea Energy Strategy.

The presentation included:

- Why the need for an Energy Strategy?
- Why have an Energy Strategy?
- Why have an Energy Strategy on the agenda today?
- Corporate Vision and Priorities
- Future Generations Act – Public Sector Responsibilities
- Energy Strategy Objectives
- Energy Hierarchy
- Key Elements the Strategy
- What are we already doing at each level of the Hierarchy?
- Where do we go next?
- Where we start moving to future level of the Hierarchy?

- Challenges in delivering the Energy Strategy
- Initial Questions to Cabinet Members?
- Cabinet Advisory Committee Input
- Final Thoughts

The Interim Director of Place stated that the proposals formed a strategy as opposed to a policy and contained an action plan which was not fully populated. Whilst there were elements currently being undertaken (the Welsh Quality Housing Standard) some elements were more difficult to achieve as they involved input from other organisations. Therefore, the strategy would be dealt with on a piecemeal basis as opposed to being considered as a whole.

The Cabinet Member for Next Generation Services stated that there were milestones in certain areas which were very specific, e.g, the requirement to cease using land fill after 2020. Additionally, the Authority made a commitment to be fossil free by 2025.

She stated that areas such as biomass would be worthy of further exploration and suggested that a task and finish group be convened to examine this issue.

Key issues arising from discussions included:

- The issues associated with a previous application for a biomass plant in Swansea docks being rejected by the Planning Committee;
- The benefits of examining other Councils 'green' strategies and energy companies;
- The importance of completing sections of the action plan as opposed to attempting to complete all aspects together;
- The link between the Strategy and Councillors Community Action Plans;
- The benefits of a task and finish groups examining wind farms;
- As the Strategy was cross cutting, other cabinet advisory committees would need to examine areas specific to their portfolios;
- Member input into shaping the Strategy was vital and it was important that all issues were examined, albeit even on an interim basis (such as biomass which has a life expectancy of 20-25 years). Other issues included Solar, Tidal Lagoon and Storage;
- The role of Planning Officers in developing the LDP which would support the Strategy;
- Ensuring that the Strategy did not become 'party political' and was developed with cross party support;
- The 'grow your own' initiative needed to be further developed and linked with other strategies within the Authority;
- Issues identified as 'low priority' within the action plan were often issues which were more challenging to deliver as opposed to not being of importance;
- Further negotiations were required with the Association of British Ports regarding the land surrounding the Docks;
- The frustrations associated with city regions and the need to progress issues in respect of the city centre; and
- Examining the timeline for discussions with the Welsh Government and how this will feed into the Strategy.

The Chair thanked the Officers for their informative presentation.

RESOLVED that:

- a) Task and Finish Groups be established to examine Biomass, Wind Farms, Energy Companies, Smart Meters and Storage;
- b) The membership of the task and finish groups include the Cabinet Member for Next Generation Services, the Chair of the Communities CAC, Members and relevant Officers;
- c) The Interim Director of Place circulate details of energy companies to Members of the Committee;
- d) The Interim Director of Place make the relevant linkages with other CAC's and report back to the Committee;
- e) The Interim Director of Place re-define the action plan in respect of issues titled 'low priority'; and
- f) The presentation be noted.

The meeting ended at 3.07 pm

CHAIR

CITY AND COUNTY OF SWANSEA

MINUTES OF THE COMMUNITIES CABINET ADVISORY COMMITTEE

**HELD AT COUNCIL CHAMBER, GUILDHALL, SWANSEA ON
THURSDAY, 19 MAY 2016 AT 5.47 PM**

PRESENT:

Councillor(s)
J E Burtonshaw
D W Cole
T J Hennegan

Councillor(s)
R A Clay
A M Cook
H M Morris

Councillor(s)
U C Clay
N J Davies

1 **SUSPENSION OF COUNCIL PROCEDURE RULE 12 "CHAIR OF MEETINGS" IN ORDER TO ALLOW THE PRESIDING MEMBER TO PRESIDE OVER THE UNDER MENTIONED AGENDA ITEMS.**

RESOLVED that Procedure Rule 12 be suspended in order to allow the Chair of Council to preside over this meeting.

(COUNCILLOR D W W THOMAS PRESIDED)

2 **ELECTION OF CHAIR FOR THE MUNICIPAL YEAR 2016 - 2017.**

RESOLVED that Councillor R A Clay be elected Chair for the 2016-2017 Municipal Year.

(COUNCILLOR R A CLAY PRESIDED)

3 **ELECTION OF VICE CHAIR FOR THE MUNICIPAL YEAR 2016 - 2017.**

RESOLVED that Councillor T J Hennegan be elected Vice-Chair for the 2016-2017 Municipal Year.

4 **APOLOGIES FOR ABSENCE.**

An apology for absence was received from Councillor G J Tanner.

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

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

The meeting ended at 5.48 pm

CHAIR

Report of the Head of Poverty & Prevention

Communities Cabinet Advisory Committee (9th June 2016)

AN UPDATE ON THE COUNCIL'S TACKLING POVERTY STRATEGY & ACTION PLAN

Purpose	<ul style="list-style-type: none">• To provide an overview of the tackling poverty strategy, action plan and its implementation• To provide a briefing on the progress of the tackling poverty action plan
Content	<p>This report contains the main tackling poverty strategy documents along with an overview of the review process and findings so far.</p> <p>This report will be of interest to members of the Communities Cabinet Advisory Committee.</p> <p>The report concludes that a good start has been made in delivering the tackling poverty strategy, with the review assisting in its revision.</p>
Councillors are being asked to	<ul style="list-style-type: none">• Give their views• Consider the report as part of their support and advice to Cllr Evans – Cabinet member for Anti-poverty and communities• Consider doing further work on this issue by assisting with a number of the actions• Make recommendations to the Cabinet Member for Anti-poverty & Communities
Lead Councillor(s)	Chair: Cllr Bob Clay
Lead Officer(s)	Sarah Crawley, Head of Poverty & Prevention
Report Author	Sarah Crawley, 01792 637505, sarah.crawley@swansea.gov.uk

1. Introduction

- 1.1 This is a briefing report for the Communities Cabinet Advisory Committee, which has requested information on the Council's poverty strategy and its progress on the action plan.

2. Tackling Poverty Strategy

- 2.1 The Poverty & Prevention Service was initially created in July 2013, and subsequently restructured in August 2014. During the restructure a new team was created called the Tackling Poverty Unit. One of the remits of this team was to oversee the development of the Council's tackling poverty strategy.
- 2.2 The Poverty & Prevention service runs a number of the Welsh Government's tackling poverty programmes including; Flying Start, Families First and Communities First. The intention of the Council in developing a Poverty strategy was to move action and progress beyond the bounds of these programmes, impacting on people outside of Communities First areas and beyond the eligibility and need required for these programmes.
- 2.3 The Council's tackling poverty strategy was developed in partnership with the Cabinet at the time in July 2014, and agreed by Council in November 2014. The strategy is split into four parts, the main strategy, a performance framework, action plan and poverty profile. (Appendix 1)
- 2.4 The consultation process for the tackling poverty strategy ran from 14 August 2014 through to the 29th September 2014 with responses from officers, partners, voluntary and community sector organisations and residents.
- 2.5 The Tackling poverty strategy is one of the tools and mechanisms for the delivery of the Councils Corporate priority of tackling poverty. This priority was updated in January 2016 and agreed in Council in March 2016. (Appendix 2)
- 2.6 The Tackling poverty strategy action plan is updated on a regular basis regarding progress, but it needs to be seen in the context of the strategy, in that many of the actions won't be delivered within the first twelve months, and certainly many of its impacts may not be visible for five to ten years or more. (Appendix 3 shows an updated action plan)
- 2.7 The strategy outlines what action will be taken to fulfil the promise to tackle poverty and prioritise services where they are most needed. "In essence, it means that we will prioritise investment and transformational change in these geographical areas and with these communities of interest, over and above other investment in other areas. However, a significant proportion of the resources that the Council has are spent in these areas due to the population presenting with higher levels of need. Budgets in areas such as children's social care, housing, early intervention and others are already disproportionately allocated in these geographical areas, because they are based on need, and the people who need these services are more likely to live in a concentrated area".

- 2.8 The tackling poverty action plan is not intended to be a full list of everything the Council is doing to address poverty. The Action Plan is focused on what action we will take additionally to that we are already doing. The Action Plan focuses on three themes:
1. Empowering local people
 2. Changing Cultures
 3. Targeting resources.
- 2.9 Under each of these themes resources are targeted through actions such as;
- The 'Ask' of Welsh Government to gain greater spending flexibilities across their Tackling poverty programmes
 - The Community Action Learning programme which is about to be piloted in Townhill and possibly Penderry.
 - The proposal for a Public Service Co-ordination Board for target areas.
- 2.10 Some of the actions have stalled due to a lack of interest from the target group, or in some cases a miss-understanding regarding the outcome and delivery of the action. An example of this is the Community Development training for Ward Councillors. Other actions have been delayed due to other wider decisions e.g. creation of the Public Service Board.

3. Reviewing the Poverty Strategy

- 3.1 The tackling poverty strategy action plan under activity three always had a requirement to undertake a review after the first twelve months. This is good practice when implementing new policies.
- 3.2 It was agreed by Cllr Evans – Cabinet Member for Anti-poverty & Communities and the Leader – Cllr Stewart that a review of the Council's tackling poverty strategy should take place in January 2016. The initial phase of this review was an integrated impact assessment carried out on the 8th January 2016. The recommendations from this review are available in Appendix 4.
- 3.3 This briefing and session with the Communities Cabinet Advisory Committee is one of the activities as part of the review process for the strategy. In order to shape a collectively owned council strategy and action plan the review timeframes need to be aligned for this and the scrutiny inquiry.

4. Governance and Reporting

- 4.1 The Head of Service and Tackling Poverty Unit run a number of poverty forums, including an Executive poverty forum, and a wider poverty network internally within the Council. These have the role

of overseeing progress of the Council's tackling poverty strategy and are Chaired by the Director of People.

- 4.2 The Swansea Partnership Poverty Forum chaired by the Director of People reports directly into the Local Service Board. The Director of People presented the Council's tackling poverty strategy to the LSB (Local Service Board) back in 2015, which was well received, with a request for other organisations to look at developing their own.
- 4.3 This was followed up at subsequent meetings, but only the Environment Forum provided their own tackling poverty strategy/plan.
- 4.4 Regular updates on the actions in the tackling poverty plan are provided directly to the Cabinet Member for Anti-poverty and Communities by the Head of Poverty and Prevention.
- 4.5 The Council continues to have tackling poverty as one of its five priorities. The outcomes and indicators contained within the Corporate plan will be reported on quarterly. (Appendix 4)
- 4.6 Issues and actions are escalated by the Director of People when required to Executive Board.

5. Finance

- 5.1 The Council has continued to receive considerable funding from Welsh Government in relation to its core tackling poverty programmes of Communities First, Flying Start, Families First and Supporting People. This totals a grant income per year of approximately £19m.
- 5.2 The Poverty strategy had £220k of Prevention Budget funding aligned to the actions. Of this funding £50k has been spent so far on the development of the Food Enterprise proposal and provision of a Ward Councillor Community development training programme. £20k has been allocated for the development and delivery of the Poverty Challenge from the prevention budget, and a further £20k for the Community action learning programme.

6. Future Challenges & Opportunities

- 6.1 The prevention budget funding is limited to this financial year 2016/17, and no more funding is available at this point in time to implement the tackling poverty strategy outside of the Welsh Government's tackling poverty programmes.
- 6.2 The 'Ask' of Welsh Government has yielded little positive flexibility with limited changes to financial management and performance

reporting across the programmes.

- 6.3 A number of the actions in the tackling poverty action plan have taken time to develop; such as the community action learning programme. These are pilot projects testing out new methodologies across the council and its partners.
- 6.4 The Poverty Challenge is an opportunity to embrace a new way of involving those experiencing poverty in order for them to influence the Council's review of the poverty strategy, but also broader tackling poverty policy.
- 6.5 The review of the tackling poverty strategy is a good opportunity to re-engage staff, members, partners and the community in delivering this key Council priority.

7. Risks

- 7.1 In implementing anything new or even tried and tested there are always risks which have to be managed and mitigated against. There are a number of key risks including:
- An ongoing risk is the continued reduction or possible loss of the funding from Welsh Government tackling poverty programmes.
 - National Government changes through Welfare Reform affect substantial numbers of residents introduced onto Universal Credit.
 - Changes to the Poverty & Prevention service focussing on family support
 - A lack of ownership of the existing tackling poverty strategy within the Council.
 - A lack of engagement in the Poverty Challenge
 - A reduction in available resources for targeted work
 - Establishment of the new Public Service Board and its key priorities

8. Overall assessment

- 8.1 The poverty strategy has had some initial impact, but this is fairly limited at this time, as many of the actions won't see significant changes in just 12 – 18 months. It also takes time to change cultures, re-orientate resources and embed much of this thinking. The majority of the actions are being progressed through the development of proposals either within Poverty & Prevention and/or across the Council. For more information on progress see the updated action plan in Appendix 3.
- 8.2 A significant challenge for the review of the poverty strategy is aligning the processes of the tackling poverty scrutiny inquiry with the role of the Cabinet Advisory Committee and the rewriting of the strategy lead by Poverty & Prevention.
- 8.3 In conclusion a good start has been made in delivering the tackling poverty strategy, with the review assisting in its on-going development.

Background Papers:

Appendix 1: Poverty strategy, performance framework,
Appendix 2: Corporate Priority – tackling poverty
Appendix 3: Updated Poverty strategy action plan
Appendix 4: Integrated Impact Assessment - recommendations

Contact: Sarah Crawley, Head of Poverty & Prevention

Date: 01/06/2016

Swansea's Tackling Poverty Strategy

The Challenge

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

Tackling poverty is one of the Council's top priorities. By 'poverty' we mean this both in terms of populations of people – children, families, people with disabilities, asylum seekers and refugees and black and minority ethnic groups, for example, as well as geographical areas. The Council has previously categorised its work in the key geographical areas as follows:

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

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

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

We recognise that poverty is not confined to those living in particular neighbourhoods, and indeed there are pockets of poverty in a very small neighbourhood within relatively more affluent areas. Indeed many people experience poverty in their later life, with assets in property, but not ready cash. In addition, in-work poverty is now a more significant challenge with more people in Wales in in-work poverty than out of work poverty. This tackling poverty strategy recognises that poverty can exist in any geographical location, and its actions are focused on targeting resources where there is the most need – whether this is with communities of interest or those living in a particular area.

Generational Change

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

Early Intervention and Prevention

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

scheme – they are better prepared for school, better behaved and more ready to learn. The impact of this in future years has yet to manifest, but the idea of early intervention is clear.

Another example is the support we give to those experiencing domestic abuse. Not only does domestic abuse have a devastating impact on the individuals involved and their emotional wellbeing, in extreme cases it can also lead to children being taken into care, a generation of children accepting violence within relationships that leads to further problems in the future. Our investment in support for victims of domestic abuse is relatively small, but we know that the costs of supporting a child in residential care are between £156,000 – £260,000 per year, and if our support prevents even two children being taken into care, then it may pay for itself.

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

A. Children Have a Good Start in Life

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

B. People Learn Successfully

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

C. Young People and Adults Have Good Jobs

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

D: People have a decent standard of living

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

E. People are healthy, safe and independent

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

F. People have good places to live and work

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

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

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

Involvement and Participation

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

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

Building on Experience

It is important to recognise that there is already much good work taking place to tackle poverty and we are not starting with a blank sheet of paper. At a Wales-wide level tackling poverty has been a key priority for Welsh Government, with a focus on three areas: preventing poverty, helping people out of poverty and action to mitigate the impact of poverty. Welsh Government has invested locally in key programmes such as Communities First, Families First, Pupil Deprivation Grant and Flying Start, which have constituted a

significant set of programmes to support this agenda. The Welsh Government strategy is available on

<http://wales.gov.uk/docs/dsjlg/publications/socialjustice/120625stackpovplanen.pdf>

The Council continues to deliver a programme of activities with these resources, delivering the priorities of the Welsh Government at local level.

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

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

This Forum has enabled the Council to be more coordinated in its work in this area, and to reduce duplication and identify new opportunities for action. This Forum has also undertaken to produce the Poverty Profile included at the end of this document. The key actions from each of the work stream action plans are identified in the Performance Framework Key Actions section.

The Council recognises that the best way to address poverty is to ensure that there are jobs for local people to access. The work the Council does with other partners to ensure that Swansea plays the lead role in developing the City Region is underway, and a Regional Economic Strategy has already been agreed.

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

- Digital inclusion project
- Customer services strategy, with a focus on community access in Target Areas
- Beyond Bricks and Mortar
- Preparations for the introduction of Universal Credit through the Welfare Reform Working Group
- Workways – employment support
- Passport to Leisure
- Introduction of the Living Wage for Council employees
- Provision of housing support for vulnerable people
- Delivery of the Welsh Quality Homes Standard for Council housing
- Delivery of adult basic skills programmes
- Operating a 're-use' shop
- Keeping in Touch (KIT) schemes for young people, supporting those at risk of becoming NEETs
- Welfare Rights and benefits training programme for staff and partners
- Expansion of community transport schemes

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

The Swansea Approach

Our vision is that Swansea citizens will be aspirational and have the confidence and resources to make their aspirations a reality. We want everyone, regardless of who they are or where they live, to live in a vibrant, supportive place, where they feel proud to belong to their community. We want people to have aspirations for their communities and families that are challenging, rewarding and uplifting. We want to have communities of ambition, where young people strive for a better future, and get the help and support they need to make it a reality. We want to provide strong role models for children and adults, from whom they can learn and with whom they can try out new options for themselves, which may have been beyond their wildest dreams. We want people to see that richness comes in many forms – family relationships, intelligence, community feeling – and not just in monetary terms. Most of all, we want people to be proud to be a part of the place that is Swansea.

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

Shared Leadership

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

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

A belief that resources exist in communities and families – The Council and other agencies are only one part of the picture. Individuals have many resources

themselves, and communities are full of them – we will support people to develop these further.

Social networks are crucial – Within any community, there are networks of people who make things happen. It might be based around a community centre, or a school, or a mosque or church, or the rugby club. Evidence tells us that these networks have a value; where social networks are strong, people are more likely to be employed, they are better educated, have better health and are happier. We will recognise these networks and support their development.

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

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

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

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

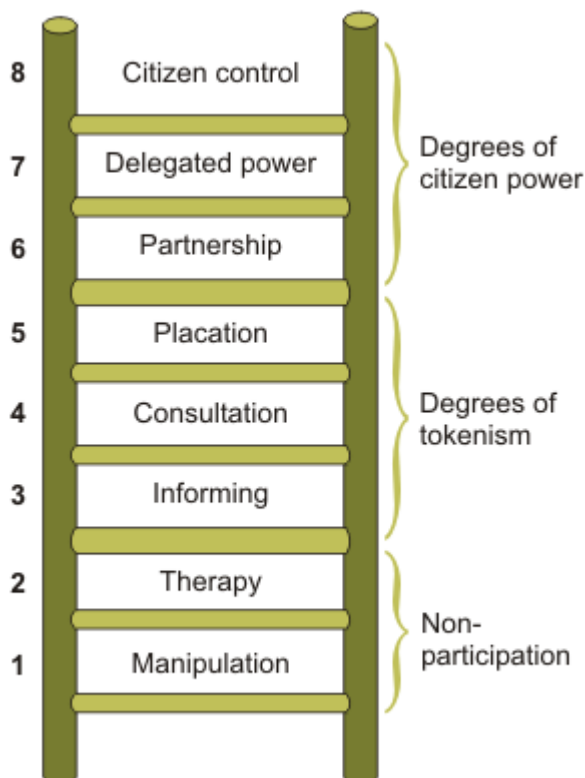
Change starts with us – As Ghandi once said, 'Be the change that you want to see in the world.' We will need to change the culture of the Council to meet these actions, providing a more flexible approach to decision making, with involvement of a wide range of staff. All of our employees will have a role,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

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

‘No you can’t’ – Councils on the whole are extremely risk averse and we recognise that this will need to change. We need to move from a culture of explaining why we cannot do things to one of ‘Yes, we can’, where we take a more balanced approach to risk. This means that sometimes staff or communities will make mistakes, or things won’t work out the way originally intended, but the important point is that we learn from the experience, and that we share that learning with others.

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

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



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

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

Tackling Poverty Action Plan

These ideas will run throughout the actions that we take to tackle poverty, as outlined in the attached action plan. The Action Plan is not intended to be a full list of everything the Council is doing to address poverty. The Action Plan is focused on what action we will take additionally to that we are already doing. The Action Plan will focus on three themes:

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

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

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

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

Resourcing

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

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

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

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



Priority Four

Tackling Poverty

Why is this a priority?

This is a priority for Swansea because we have residents experiencing poverty due to:

- A lack of resources
- Their family circumstances
- Poor life chances

Which can result in:

- Worklessness
- Poor educational attainment
- Health inequalities
- Dysfunctional families
- absence of aspiration/ low expectations
- Poor housing conditions

Swansea is a City and County of inequality with some of Wales's poorest and richest areas only miles apart.

There are a number of key areas which we as a Council are working to address, such as:

- Children having the best start in life and being able to achieve in their early years enabling them to learn and thrive.
- Families are supported to live healthy lives
- Young People having choices and opportunities when they are in school, and when they leave school to enter learning, training and employment.
- For families and individuals to be able to have a good standard of living, which means having well paid employment, and claiming the right benefits they are entitled to.
- For people to live in good quality affordable homes, which support sustainable communities

What needs improving?

- We need more accessible high quality services for all children aged between 0 – 7 years of age.
- We need to ensure all children are able to be ready for school and therefore are physically developed and able to play, communicate, and problem solve.

- We need to ensure that children of all ages, maximise their learning potential
- We need ensure all young people are encouraged and given the opportunity to enter education, employment and training post 16 years of age.
- We need to maximise people's benefits and assist people into employment that pays.
- Swansea has come a long way in providing decent housing but we need to continue to improve the quality of homes generally and housing supply.
- We need to support the reduction in health inequalities in life expectancy and chronic ill health conditions.
- We need to increase the number of adults with qualifications and with opportunities for employment.
- We want people to be more involved in decision making and running services in their areas.

What are we going to do?

Implement Swansea's Early Years strategy which is working with Health to ensure all children wherever they live in Swansea are supported to develop and be the best they can be. This is by:

- Raising standards in child development within all childcare settings
- Using the Swansea statement to raise awareness of child development
- Running Flying Start Plus and our Early Years language pathway

Swansea is implementing the Youth Progression and Engagement Framework by:

- Identifying vulnerable young people early and supporting them in the right way
- Knowing where every young person is on their education, employment and training journey.
- Ensuring the right provision is available

Swansea will continue to address the impacts of Welfare Reform changes, including the introduction of Universal Credit by:

- Maximising the benefits that people are entitled to and improving the speed of processing
- Supporting people with appeals
- Challenging sanctions
- Supporting the most vulnerable
- Analysing and raising awareness of the impact of welfare reform

Swansea will continue to tackle poverty by empowering communities, targeting resources and changing cultures through:

- Community involvement and action
- Swansea's Tackling poverty strategy and action plan

Swansea will improve housing quality and supply by:

- Improving the Council Housing stock up to the Welsh Housing Quality Standard
- Providing new and additional affordable housing units

- Preventing homelessness
- Leading and promoting the improvement of housing conditions in the private sector

What Outcomes are we seeking to achieve?

- Children have a good start in life – 2 and 3 year old children in the Flying Start are helped to achieve their expected language, emotional, social and cognitive development.
- Children are not disadvantaged by poverty when achieving and attaining standards and wellbeing in education
- Young people and adults are in employment, education or training.
- People have a decent standard of living – by receiving the maximum benefits they are entitled to receive and in a prompt and timely way.
- Investment to improve council housing, bring wider economic and employment benefits and contribute to the regeneration of estates.
- Prevent homelessness to help maintain stability and security for families, safeguard health, wellbeing and prevent social exclusion

POVERTY STRATEGY– ACTION PLAN and PROGRESS LOG

May 2016

No	Details/Action Ref No.	Action	Lead Officer	Start date and duration	Prevention Budget – funding £	Status - update	Update on actions	Key Messages
1.	Overall Action Plan	Update action plan	Karen Grunhut	Monthly	0	Open - ongoing	The action plan has been updated every 2/3 months	The action plan is updated on a bi-monthly basis, but many of these actions are long term
2.	Single action plan	Incorporate actions from five work streams into one action plan – further actions need to be developed for each main theme	Karen Grunhut	By end July	0	Completed		All the Council's main tackling poverty actions in one plan
3.	Review of Tackling Poverty Strategy	<ol style="list-style-type: none"> 1. Develop proposal for review process 2. Gain agreement for review 3. Public consultation 4. Devise map of deprivation hotspot areas 5. Revised strategy and action plan to Council 	Sarah Crawley, Karen Grunhut	End June September December September February 2016	0	Map of hotspots completed	Integrated Impact Assessment is complete – recommendations received Scrutiny inquiry being established. CAC looking at the strategy and its future development	Recommendations have been made, but it is now part of the tackling poverty scrutiny inquiry.

4.	Develop 'Ask' of Welsh Government	<ol style="list-style-type: none"> 1. Devise the 'ask' re greater flexibility 2. Gain political approval 3. Begin negotiations for proposal with WG 	Chris Sivers/Sarah Crawley	July 2015 September	0 Welsh Government funding £19m per year	Completed	Completed – small flexibilities achieved from WG in April 2016 onwards	Minimal flexibilities are on offer. No real benefit to the Council. Restructure and remodelling of Communities First has been approved and is being delivered.
Empowering Local People								
5.	Develop a Community Action Learning programme for local people	<ol style="list-style-type: none"> 1. Establish task group 2. Review existing learning programmes and identify gaps and opportunities 3. Review UK-wide and international work on this subject 4. Devise specification for the programme 5. Commission the programme 6. Begin delivery of the programme 	Chris Sivers/Polly Gordon	30 May By end June By end of June September April 2016	£20k via Prevention Budget	Completed	Small task group set up Research and review carried out Specification/proposal devised – pilot set up in Townhill, looking to deliver in Penderry	Pilot in Townhill has begun. Testing out an asset based approach to community development in our poorest communities – target areas
6.	Devise action plans to develop social capital across Council Services	Overall Council Action Plan, aligned to Sustainable Swansea transformation programmes – Community Action	Tracey McNulty/Polly Gordon	30 June 2015 – aligned and being developed			Part of the Community Action programme in Sustainable Swansea. Included in the scrutiny review – Building	This is being actively explored in Sustainable Swansea – Community Action strand.

							Sustainable Communities. Referenced in the Prevention Strategy	
7.	Embed community development in ward member roles	<ol style="list-style-type: none"> 1. Cabinet Advisory Committee (CAC) to develop proposal 2. Further training for all Members on community development 3. Individual action plans developed and reported to CAC 	Sarah Crawley/ Sian Denty	30 May June – October July 2015	10k allocated 5k spent	Entering the second phase of training and involvement	CAC and TPU developed a proposal. The initial training has been delivered by Community Development Cymru. CAC is looking at the second phase of the training for Ward Members. Explanation note needs to be written including its fit with the overall strategy.	Explanation note regarding the trainings links to the council's tackling poverty strategy – role of Ward Members in the tackling poverty strategy
Page 300	Awards for Communities	<ol style="list-style-type: none"> 1. Review of existing Council awards schemes 2. Develop proposal for new award scheme if appropriate 3. Develop proposal for mentoring scheme 4. Commence mentoring 	Sarah Crawley/ Polly Gordon	By end May End June End July November	20K		This is now included within the Community Action Learning programme proposal.	There are a number of existing awards schemes already across Swansea. This proposal is also included in the Community Action Learning programme pilots.

		scheme						
9.	Strategy for use of community buildings	<ol style="list-style-type: none"> 1. Completion of the Area Reviews 2. Develop proposals for greater use of community buildings and/or disposal of assets 	Geoff Bacon		0		Open, and linked to Sustainable Swansea work stream	The Council is working on asset plans for communities including the running of community assets by the Community. The Community Asset Transformation fund and community asset transfer policy contribute to this.
Changing Cultures								
10. Page 31	Create a cadre of champions to develop the work	<ol style="list-style-type: none"> 1. Revise the role of the Council's Poverty Forum 2. Identify champions from each service area 3. Deliver training for champions 4. Embed actions within Business Planning process 	Sarah Crawley/ Mary Sherwood	<p>End April</p> <p>End June</p> <p>July</p> <p>August</p>	0	Open	Open – training has been developed and is due to be delivered	There are representatives from each service area on the Poverty Forum Network
11.	Incentives for staff	<ol style="list-style-type: none"> 1. Scope the potential options, including a potential innovation pot 	Khan Prince and Leanne Cutts	<p>August/September</p> <p>November</p> <p>May/June 2016</p>	10k	Completed	Proposal developed, scheme to be agreed Embedded in future Innovation programme work –	A scheme is being finalised within Organisational Development and connected to the Innovation

		<ol style="list-style-type: none"> 2. Devise reward scheme and culture to embed innovation in this area 3. Review as part of the review of PDR and development plans 		launch			staff wellbeing programme. Need to launch this more formally and raise the profile.	Community
12.	Employee Pledge on volunteering	<ol style="list-style-type: none"> 1. Identify needs and appropriate volunteering opportunities 2. Develop a volunteering scheme for every employee aligned to priorities for support in communities 3. Develop a programme of volunteering to support tackling poverty initiatives 	Deb Yeates/Sarah Crawley	<p>October</p> <p>Jan – May 2016</p> <p>June 2016</p>	0	open	<p>Open – proposal in place</p> <p>Scheme being developed</p> <p>Survey completed</p> <p>Ideas being generated – brokerage by SCVS volunteering bureau</p>	Both policies have been revised and are due to be approved An arrangement has been brokered with SCVS to set up volunteering opportunities.
13.	Change to job descriptions	Ensure template job descriptions for all new posts identify the corporate priority given to this area	Steve Rees/Deb Yeates	End July	0	Completed	Completed – in all new JDs	Any new JD should have the Council's priorities on it.
14.	Develop schools as a	<ol style="list-style-type: none"> 1. Establish Education 	Chris Sivers/Li	May 2015	20k	Ongoing	Education Strategy group established	

Page 33	community resource	<p>Strategy Group (ESG)</p> <ol style="list-style-type: none"> 2. Develop work programme for ESG, including elements of schools as a community resource 3. Systems review of support to families and children 4. Identify proposals for closer joint working on family support 5. Research and evaluate the role of pastoral workers and family support in schools 	ndsay Harvey	<p>June</p> <p>July 2015</p> <p>Jan - September</p> <p>November implementation</p>			<p>Included in the work programme</p> <p>Systems review of Domestic Abuse completed</p> <p>Further commissioning review of Family Support</p> <p>PDG audit and Family support continuum is assisting with a greater understanding of pastoral support in schools</p>	
15.	Learning for Council leaders	<ol style="list-style-type: none"> 1. Identify potential learning options and good practice providers for potential visits 2. Arrange programme of visits 3. Evaluation of 	Sarah Crawley	<p>End May</p> <p>September November December</p>	0	Initial phase has been completed, but further tackling poverty visits to be generated		Visits are being undertaken by Cabinet and Senior Officers which have included Nottingham, Bristol, and now Kent.

		visits 4. Incorporate learning into review of strategy						
16.	Relocate workforce	1. Develop a service management plan 2. Devise a change proposal for Cabinet consideration	Steve Rees	August 2015 October	0		Provided within each of the commissioning reviews	This is being looked at within each of the commissioning reviews and is part of the asset management review in property services.
17.	Lead Directors identified for each Target Area	Develop proposal for Executive and Cabinet consideration	Chris Sivers	July 2015	Part of the implementation of restructures and commissioning reviews		Lead staff will be identified across each of the areas through existing commissioning reviews and service area reorganisations.	The present Senior staffing review needs to take place prior to any decisions being made
18.	Lead HoS identified for each area	Develop proposal for Executive and Cabinet consideration	Chris Sivers	July 2015	0		Heads of Service are already designated as Lead officers for their service areas	The present Senior staffing review needs to take place prior to any decisions being made
Targeting Resources								
19	Resource investment	Develop a proposal for redirecting resources to key areas and communities	Mike Hawes/Ben Smith	October 2015	MTFP	Ongoing	These are contained within the Commissioning reviews	This is contained within the MTFP around the implementation of restructures and service delivery plans
20	Establish Public	Develop proposal for	Chris	Sarah Crawley	August/Se	20k	When the LSB	The Public Service

	Service Coordination Board for Target Areas	Executive and Cabinet consideration	Sivers		September 2015		becomes the Public Service Board it will need to deliver against identified needs – which are highest in target areas	Board needs to be established to set this agenda. There are responsibilities within the LG Reform Bill regarding community councils which needs to be taken into account.
21	Introduce Poverty Challenge	Develop proposal for Executive and Cabinet consideration	Chris Sivers/Sarah Crawley	August 2015 – August 2016	20k	Ongoing – proposal complete,	Open – proposal developed Working on finding an independent facilitator to deliver. Needs to be considered in the tackling poverty scrutiny inquiry	This is an option within the tackling poverty scrutiny inquiry
Page 23/25	Ensure development of an evidence base and performance tracking where this doesn't already exist	<ol style="list-style-type: none"> 1. Review of strategy performance framework 2. Identify areas for action 3. Inclusion of final performance framework in revised strategy 	Sarah Crawley/Anthony Richards and Richard Rowlands	<p>End June</p> <p>August February 2016</p> <p>April 2016 – Sep 2016</p> <p>September 2016</p>	0	Started and partially complete	<p>Integrated impact assessment completed. Recommendations received Part of the tackling poverty scrutiny inquiry</p> <p>Revised strategy drafted</p>	There is an existing performance management framework and a process for updating the Tackling poverty action plan which is shared with the Cabinet Member and Director of People.
23	Revise workplans to reflect target area priority	Develop proposal for greater targeting of need in operational areas and Culture/Tourism	Martin Nicholls/Tracey McNulty	August 2015	Individual HoS budgets – commissioning reviews	Ongoing	The target area policy commitment needs to be taken into account within the commissioning review process.	Work needs to be done around the role of the target area policy commitment within commissioning and service reviews.

Tackling Poverty Strategy Review

Recommendations from the Integrated Impact Assessment

26th Feb 2016



Aims of the session

- Provide a background to the IIA tool
- Present the recommendations made by the Panel on the Tackling Poverty Strategy



Integration





The Integrated Impact Assessment Screening Toolkit



What is the Integrated Toolkit?
The toolkit was designed to help organisations to align their activities with the values of WHO Healthy Cities Network. The criteria have been developed from the Key Partnership Strategies in Swansea, World Health Organisation Healthy Cities Network and the Governments Sustainable Development Scheme.

Who should use it?
The toolkit is intended to be used by local members and their organisations. However it can be used by any organisation wanting to demonstrate their commitment to cross sector issues.

The toolkit is designed to help you think about the impact of activities adopted by the your organisation so that you can make sure your policy or project is contributing in the round to meeting the needs of our community.

When should it be used?
The toolkit should be used in the development and implementation of local and regional activities. It should help to facilitate dialogue, generate new ideas and encourage 'joined-up' working.

City and County of Swansea was designated a Healthy City in 2010. The aim of the network is to improve the health of the local population and to place health improvement and health equality at the core of all local policies.

To meet our commitment to Health and Health Equity in all Policies and support the WHO Health 2020 European Policy Framework, we need to consider the wider determinants of health in relation to all policies during development:

1. Improving health for all and reducing health inequalities
2. Improving leadership and participatory governance for health

4 policy priority action areas

- Investing in health through a life-course approach and empowering people
- Tackling Europe's major health challenges: non-communicable and communicable diseases
- Strengthening people-centred health systems, public health capacity and emergency preparedness, surveillance and response
- Creating resilient communities and supportive environments

We are also committed to incorporating the themes of the introduced Welsh Government Well-being of Future Generations Bill into our decision making:

1. Integrated consideration of economic, social and environmental well-being with a focus on prevention.
2. Balancing short-term needs with the ability to safeguard the ability to meet long-term needs.
3. Collaborative working, accountability and good governance.
4. Engagement and involvement.

Please use the following scale when considering what contribution the activity makes

U	Undermining: significantly undermines the objective	F	Fair: makes some direct or significant indirect contribution to the objective.
P	Poor: does not fully explore the potential to contribute to the objective.	G	Good: makes a significant positive contribution to the objective
N	Neutral: does not contribute to the objective or is not applicable	E	Excellent: makes a close to optimal contribution to the objective

Using the Integrated Toolkit

The toolkit is simple and easy to use. The process should take a few days.

Section 1 should be completed by the lead person

Section 2 should be completed by a group of around 6 people to act as an external "critical friend"

The group should discuss: what contribution does the activity make and can any poor/undermining contributions be addressed so they perform better?

Ground Rules

- Up to 6 people per group
- Group should be multi-disciplinary
- Agree maximum time to allow
- Participants should hold a balanced and independent view
- Adequate information on the activity should be available
- Everyone has the opportunity to feed in their view
- The results are owned by the lead person/lead organisation and shared without lead person/organisation's permission

Please complete all the unshaded sections

Section 1 This section should be completed by the person(s) responsible for the activity

This assessment is designed to assess strategic, regional and service led activities. Below is a filtering process which will enable you to identify if your activity needs assessing by the Integrated Assessment Tool.

Please answer yes or no to the following questions:

Does this activity drive or impact on the Strategic Management of a Service?	Yes / No
Will this activity have a significant impact on local communities?	Yes / No
Will this activity operate at or influence regional working?	Yes / No

If you have answered yes to any of the above questions you will need to carry out an Impact Assessment so continue to Section 2.

If you have answered no to all the above questions you do not need to carry out the assessment, however you may like to consider the following assessments instead;

Health Impact Assessment (HIA)

Strategic Environmental Assessment (SEA)

Environmental Impact Assessment (EIA)

Social Impact Assessment (SIA)

Please note that initiatives will need to be screened for an Equality Impact Assessment.

What contribution does this activity make to Healthy Living?

Consider the impact on:

- Promoting good health and wellbeing and enabling people to flourish.
- Preventing and tackling the causes of ill health.
- Reducing the inequalities in healthcare.
- Reducing inequities in access to healthcare.
- Empowering people in vulnerable, deprived and disadvantaged communities to realise their full health potential.
- Promoting health literacy and providing accessible information on healthcare issues and health and wellbeing services.
- Developing and supporting effective and high quality health and wellbeing services.
- Encouraging and enabling all people to take a role in identifying and addressing barriers to improving their health and wellbeing.
- Increasing people's independence throughout their life course and ability to lead full active lives.

Rating Evidence						Actions for Improvements				
Contribution										
	P	N	F	G	E					

Benefits of the process

- 👍 More robust product
- 👍 Excellent bang for your buck
- 👍 Address regional and local issues
- 👍 Critical friend approach
- 👍 Builds capacity and opportunities for collaboration
- 👍 Theme 7 – bespoke
- 👍 Assesses for the requirements of the Well-being of Future Generations Act



Feedback

“Made me think about the wider impact of document”

“Panel members with different perspectives”

“All the cross-cutting issues in one place”

“Constructive recommendations”

“Challenging questions”

“The process gave me the opportunity to identify additional benefits from partner organisations disciplines.”

“Helped to achieve a good strategic view”



Penny's caveat

- **The assessment:-**
 - took 4 hours
 - there was a significant resource in the room
 - generated a lot of positive discussion and debate
- **The recommendations:-**
 - represent the collective professional opinion of the panel members
 - do not have to be adopted but should be given due consideration
 - are supportive and constructive



Panel

Steve Philips	Economic Regeneration - CCS
Sarah Crawley	Poverty & Prevention, CCS (Document expert)
Sherill Hopkins	Access to Services - CCS
Jo Portwood	Policy and Strategy Corporate Services - CCS
Sharon Miller	ABMU Health board
Maggie Dix	Lifelong Learning, Education and Learning - CCS
Carolyn Thorne	Human Recourses - CCS
Phil McDonald	Swansea Environmental Forum
Chris Dignam	Cultural Services - CCS
Amanda Edwards	SCVS
Karen Grunhut	Tackling Poverty Unit, CCS



Scoring

Score looks at the contribution the activity makes to the impact on each question –

U = **Undermining** – significantly undermines the objective

P = **Poor** – does not fully explore the potential to contribute to the objectives

N = **Neutral** – does not contribute to the objective or is not applicable

F = **Fair** – makes some direct or significant indirect contribution to the objective.

G = **Good** – makes a significant positive contribution to the objective

E = **Excellent** – makes a close to optimal contribution to the objective



General recommendations

1. A section needs to be included in the Strategy around health and wellbeing (mental health and the Social Services and Wellbeing Act)
2. The Strategy needs to look at having a section towards the front which highlights links to other policies i.e. Equalities Plan, UNCRC.
3. Strategy clearly recognises the long term but does not reflect this in its actions. It needs clear and measureable milestones, viewed within the context of the long term, to enable it to see the long term outcomes through to fruition.
4. There should be the Council definition of “Poverty” at the start of the Strategy



- Strategy could take a more ‘co-production’ approach linking to as many services as possible i.e. try to make every contact count.
- There needs to be more clarity in the Strategy about how the aims and outcomes of the Strategy influence other strategies i.e. planning, learning and parks.
- Suggest aims and outcomes of this Strategy are embedded in the commissioning process.
- Need to develop and put into place an evaluation and reporting process.



Healthy Living (score:- fair / good)

1. Include the 'inverse care law' - access to services/poverty/ill health and translating the higher level statements into the Action Plan.
2. The paragraph on the top of page 2 needs to be expanded to look at specific groups of people in Swansea who can be impacted. The term 'communities of interest' needs to be clarified.
3. The Strategy needs to be more explicit about links in health literacy.
4. Need to consider if the Strategy is best placed to deliver high quality health and well-being, or if its role is supporting & enabling local communities and individuals to build their own resilience in accessing high quality access to services



Learning (score:- fair / good)

1. Strategy needs to make better links with on-going learning programmes, and pull these together into the Action Plan. Focus should not just be on adult learning but life long learning.
2. Strategy needs to make links to the Swansea learning partnership & SERP, and recognise implications that wider activities in Swansea have on tackling poverty.
3. Strategy needs to be clearer on how it contributes to developing long-life skill and improving achievement / attainment.
4. The recognised need in the Strategy to address workforce skills and capacity needs to be turned into actions through the Action Plan.



Prosperity (score:- Poor / Neutral)

1. The Strategy needs to be clear on its scope in relation to raising economic prosperity. Both in the Strategy and Action Plan itself and through link with other strategies like the Swansea Bay Region Economic Regeneration Strategy. (contact Steve Philips / Clare James).
2. Helping people consider self-employment and/or business start-ups needs to be included within the Strategy and Action Plan.
3. Upskilling needs to be addressed within the Strategy and Action Plan.
4. The Strategy needs to be more explicit about how it can raise people's prosperity by exploiting job creating opportunities.



Environment (score:- Poor /Neutral)

1. The benefits of a high quality environment need to be included in the well-being, learning and empowerment section of the strategy
2. Good-quality, affordable and resource efficient sustainable housing needs to be addressed
3. The link around the benefits of green space and the role communities can play in improving their natural environment i.e. pride of place
4. Access to and engagement with the natural environment and greenspace needs to be clearly addressed in the Strategy, contact Council's Nature Conservations , Parks and Planning Teams.



Community (score:- Good)

1. The Strategy needs to be clearer about how it defines “accessible” e.g. financial / physical / social accessibility



Best practise and continuous improvement (score:- Poor / Neutral / Fair)

1. Strategy needs to be clearer on how it involves people in decision making.
2. Make better use of the two Poverty Forums.
3. Future Trends and fore-sighting need to be addressed in the Strategy and translated into the Action Plan. Recommend that this is considered as part of the review process (contact SDU).
4. Need to take Strategy's aspiration to involve and engage with stakeholders and turn it into action in the Action Plan.
5. Need to make the 3 documents (Strategy. Action Plan and Framework) link well together forming a clear narrative for aims, actions and outcomes.



CCS Priorities (score:- Excellent)

1. The Well-being of Future Generations Act needs to be considered as part of the review process in conjunction with the Social Services and Well-being Act and the Local Government Bill.
2. The Rights of the Child needs to be made much more explicit in the Strategy.



