

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

CABINET

At: Council Chamber, Guildhall, Swansea

On: Thursday, 15 December 2016

Time: 2.00 pm

Chair: Councillor Rob Stewart

Membership:

Councillors: M C Child, W Evans, R Francis-Davies, J E C Harris, D H Hopkins, A S Lewis, C E Lloyd, J A Raynor and C Richards

The use of Welsh is welcomed. If you wish to use Welsh please inform us by noon on the working day before the meeting.

AGENDA

Page No.

1. **Apologies for Absence.**
2. **Disclosures of Personal and Prejudicial Interests.**
www.swansea.gov.uk/disclosuresofinterests
3. **Minutes.** 1 - 3
To approve & sign the Minutes of the previous meeting(s) as a correct record.
4. **Leader of the Council's Report(s).**
5. **Public Question Time.**
Questions must relate to matters on the open part of the Agenda of the meeting and will be dealt within a 10 minute period.
6. **Councillors' Question Time.**
7. **Pre-decision Scrutiny - Feedback on the Commissioning Review - Parks & Cleansing.**
Councillor C A Holley, Convenor of the Service Improvement and Finance Scrutiny Performance Panel will present feedback on pre-decision scrutiny.
8. **Commissioning Review Report Parks & Cleansing.** 4 - 44

9.	Quarter 2 2016/17 Performance Monitoring Report.	45 - 77
10.	Local Authority Governor Appointments.	78 - 79
11.	Social Services Charging Policy – In-Year Review of Charges.	80 - 92
12.	Contract Award Report - Tender for the Provision of Home to School Transport Services.	93 - 101
13.	Children & Young People Partnership Plan.	102 - 134
14.	Establishment of Specialist Teaching Facilities for Pupils with Autistic Spectrum Disorder (ASD).	135 - 151
15.	Paper to Extensively Overhaul the Entire Education Other than at School (EOTAS) Service in Swansea to Ensure Future Provision Best Meets the Needs of Vulnerable Young People.	152 - 200
16.	Estyn Inspection of Local Authority Education Services for Children and Young People 2013 – Update on Progress in Addressing the Five Recommendations.	201 - 211
17.	Councillors’ Broadband And Telephone, ICT And Mobile Phone Allowances - May 2017 & Beyond.	212 - 222

Next Meeting: Thursday, 19 January 2017 at 4.00 pm



Huw Evans
Head of Democratic Services
Tuesday, 6 December 2016

Contact: Democratic Services - Tel: (01792) 636923

CITY AND COUNTY OF SWANSEA

MINUTES OF THE CABINET

HELD AT COUNCIL CHAMBER, GUILDHALL, SWANSEA ON
THURSDAY, 17 NOVEMBER 2016
AT 10.00 AM

PRESENT: Councillor R C Stewart (Leader of the Council) Presided

Councillor(s)

W Evans

A S Lewis

Councillor(s)

J E C Harris

J A Raynor

Councillor(s)

D H Hopkins

C Richards

Apologies for Absence

Councillor(s): M C Child, R Francis-Davies and C E Lloyd

81. **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.

82. **MINUTES.**

RESOLVED that the Minutes of the meeting(s) listed below be approved and signed as a correct record:

- 1) Cabinet held on 20 October 2016.

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

There was no report.

84. **PUBLIC QUESTION TIME.**

No questions were asked.

85. **COUNCILLORS' QUESTION TIME.**

No questions were asked.

86. **REVENUE AND CAPITAL BUDGET MONITORING 2ND QUARTER 2016/17.**

The Cabinet Member for Finance and Strategy presented a report which outlined the financial position of the Council relating to the 2016-2017 Revenue and Capital budgets including the delivery of budget savings. The report also noted any significant variations from the agreed budget 2016-2017 and savings plan and the actions planned to achieve a balanced budget.

RESOLVED that:

- 1) The comments and variations within the report, and the actions in hand to address these be noted.

87. **LOCAL AUTHORITY GOVERNOR APPOINTMENTS.**

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

RESOLVED that:

- 1) The following nominations be approved as recommended by the LA Governor Appointments Panel:

1)	Brynmill Primary School	Mr Hywel Vaughan
2)	Burlais Primary School	Cllr. Peter Black; Cllr. Chris Holley; Mrs Julie Palmer; Cllr. Graham Thomas
3)	Gwyrosydd Primary School	Mr Terrence Jones
4)	Gorseinon Primary School	Mrs Andrea Thomas; Mr John Williams
5)	Penllergaer Primary School	Mr Andrew Crowley
6)	YGG Gellionnen	Mr Darren James
7)	Ysgol Crug Glas	Mr Quentin Hawkins
8)	Dylan Thomas Community School	Cllr. Lesley Walton

88. **SOCIAL SERVICES BUDGET VIREMENTS.**

The Cabinet Member for Children and Young People and Cabinet Member for Adults and Vulnerable People jointly presented a report which proposed amendments to the current year's Social Services Revenue budget.

RESOLVED that:

- 1) Reductions to the Child and Family Services budget to enable the service to absorb Sustainable Swansea savings be approved;
- 2) The realignment of the Adult Services budget be approved.

89. **WELSH IN EDUCATION STRATEGIC PLAN 2017-2020.**

The Cabinet Member for Education presented a report which sought approval to submit the draft statutory Welsh in Education Strategic Plan (WESP) 2017-2020 to Welsh Government by 20 December 2016.

RESOLVED that:

- 1) The draft Welsh in Education Strategic Plan 2017-2020 be approved for submission to Welsh Government;
- 2) The draft Welsh in Education Strategic Plan 2017-2020 incorporates the City and County of Swansea Welsh Language in Education Policy.

90. **EXCLUSION OF THE PUBLIC.**

Cabinet were requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendations to the report(s) on the grounds that it / 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(s).

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(s) of business.

(CLOSED SESSION)

91. **DISPOSAL OF DAN Y COED TRAINING CENTRE, WEST CROSS, SWANSEA SA3 5AL.**

The Cabinet Member for Transformation and Performance submitted a report which sought consideration of options for the disposal of Dan y Coed Training Centre.

RESOLVED that the recommendation(s) as set out in the report be approved.

The meeting ended at 10.15 am

CHAIR

Agenda Item 8.

Report of the Cabinet Members for Environment & Transportation and Wellbeing & Healthy City

Cabinet - 15 December 2016

COMMISSIONING REVIEW - PARKS & CLEANSING

Purpose:	This report outlines the background to the Parks & Cleansing Management Commissioning Review and sets out the findings and recommendations from the review.
Policy Framework:	<i>Sustainable Swansea – fit for the future</i>
Reason for Decision:	Approval is sought to proceed with implementation of the recommendations.
Consultation:	Cabinet Members Corporate Management Team Legal, Finance and Access to Services
Recommendation(s):	<ol style="list-style-type: none">1) That the recommendations 1 to 5 detailed in Section 8.0 as measures to improve performance, make the service more robust , and make savings, are appropriate to take forward to implementation pending relevant consultation.
Report Authors:	Chris Howell / Mark Russ
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Phil Couch



Commissioning Review Option Appraisal Report PARKS & CLEANSING SERVICE

Table of Contents

1. Purpose of Report
2. The Review So Far
3. Stage 3 – Service Comparison
4. Key Issues Going Forward
5. Service Reviews - Cluster 1 to Cluster 4
 - Current Service
 - Good Practice Identified
 - Options Evaluated
 - Key Findings of options evaluated
 - Service changes proposed
 - Estimated benefits
6. Stage 4 - Service Delivery Options Appraisal
7. Delivery Models
8. Recommendations
9. Finance
10. HR Implications
11. Legal Implications
12. EIA

Appendices

- A – Summary of Stage 3 Benchmarking / Comparisons
- B – Equipped Playgrounds Red / Amber / Green analysis
- C – Summary of Stage 4 Option Report
- D – Comparison or Remuneration for Posts
- E – Basis of 'Litter Bin Strategy'

1.0 PURPOSE OF REPORT

- 1.1 This report has been produced following the approval by BPRG at Gateway 2 to present the findings of the Commissioning Review to the Cabinet for approval.

2.0 THE REVIEW SO FAR

2.1 Scope

The Scope of services to be included within the Parks & Cleansing Commissioning review was set out in Stage 2 of the process and consists of:

- Grounds Maintenance, Burials, Play and Workshop
- Cleansing
- Specialist Parks
- Tree Services

2.2 Outcomes

The outcomes identified at Stage 2 consisted of:-

- A. The City & County of Swansea has aspirations to deliver on its Healthy cities & Wellbeing agendas and the wellbeing goals of the Well Being of Future Generations Act
- B. To provide clean streets and other public realm for the residents and visitors of Swansea
- C. To maintain accessible and safe playgrounds and outdoor sports facilities for everyone
- D. To maintain parks, beaches and open spaces which are attractive, inviting and safe for all
- E. Ensure Services provide best value for money

2.3 Emerging Key Issues From Stage 2

The emerging key issues identified at Stage 2 of the review were:-

- Interdependency of Parks & Cleansing to other internal departments
- Housing developments and increase in open space and play
- Sustainable capital funding for Parks machinery
- Loss of knowledge and experience from ER/VR of Senior Management
- Review of working patterns within Cleansing Service
- Need to effectively target reducing resources
- Depot rationalisation and potential disposal of depots such as Home Farm and Pipehouse Wharf
- Wellbeing of Future Generations Act
- Dementia Friendly Parks & Open Spaces
- Sustainability of formal play areas
- Open Space Strategy
- Ash Die Back

3.0 SERVICE COMPARISON

As part of the review process a service comparison stage has been completed to compare the current service models, costs, outputs and performance with others. Areas which have been assessed cover

1. What other services providers do to deliver outcomes?
2. Identify examples of good practise
3. What innovation is there in service design and delivery in this area?
4. What evidence from case studies research and user feedback from elsewhere tell us?
5. How does the current service model compare with similar councils?

Further information can be found in Appendix A

3.1 Key findings and Summary

In 2016 the City & County of Swansea was awarded 6 green flag awards for Parks under their control and also one for Penllergaer Woods, this makes Swansea 4th in terms of awards issued to other councils within Wales.

The service previously undertook a customer satisfaction survey via face to face interviews at selected Parks throughout the county council area. In the region of 1200 questionnaires were completed, respondents were asked to rate a number of aspects throughout the Parks Service. The most recent survey completed in 2012 resulted in a satisfaction score of 87%, which was an increase from 2008 when the score was 81%

Association of Public Excellence (APSE) previously undertook a review on the Parks Service, and a number of their findings were as follows:

- The Grounds Maintenance Unit is providing value for money in terms of competitiveness and quality of service
- Benefiting from strong management leadership, motivated workforce

In the previous three financial years the Parks service has effectively managed budget savings of £1.4m, with the Cleansing Service achieving a further £100K.

The above has been met by changing how the service is delivered by amending a number of operational processes as well as establishing and developing its' highly acclaimed wild flower scheme and Knot Weed team.

The wildflower scheme has increased from two sites of 1364m² on inception over 5 years ago, to 189 sites currently covering 40,354m². Due to the success of this scheme the Swansea In Bloom association presented the service with a prestigious award for its efforts.

During 2015/16 the service launched its Knotweed Team and comparisons for 15/16 against current year 16/17 can show how successful the launch and scheme is. In fact we have been receiving correspondence from other councils such as Belfast & Wigan who want to discuss how we set up and manage the team so they can establish a similar project.

The floral decorations scheme has gone from strength to strength over the years and meets a number of the Council's priorities such as creating a vibrant and viable city and economy and building sustainable communities. Income has increased from £85k in 13/14 to almost £117k for 16/17.

In 2015/16 the authority were 14th out of 22 Welsh authorities for removal of fly tip within 5 working days, with a percentage rate for Swansea of 95.11%, which is considered very reasonable.

The percentage of highways inspected of a high or acceptable standard of cleanliness for 15/16 Swansea scored 94% yet were still only 15th out of 22 authorities. Scoring in undertaken by internal officers and is very subjective, and the Council will need to determine what level of cleanliness it can afford.

The Parks and Cleansing Service also contributes towards the 4 Blue Flags awarded by ensuring cleansing and safety is paramount at our beaches.

3.2 Conclusion

The service provides cost effective, well managed, continuously improving service which is highly regarded by public and visitors to Swansea, it plays a pivotal role in:

- Delivering on Healthy Cities and Wellbeing Agendas
- Supporting Health & Wellbeing
- Protecting Bio Diversity, the environment and natural heritage
- Tourism and reputation of the authority

The review has reiterated a number of good practices in operation and suggests alternatives which when implemented in a structured coordinated manner will enable the authority to:

- Achieve ongoing improvements in its performance
- Provide efficiency savings
- Meet demands and expectations of users
- Protect the reputation of the authority
- Contribute to reduction in disposal costs
- Tackle growing service pressures, eg aging play sites, vehicles etc

4.0 KEY ISSUES GOING FORWARD

4.1 Key factors that need to be considered

When evaluating the desired outcomes and key factors that need to be addressed as part of the review it became clear that the review needed to take account of:

Reducing internal budgets

- Indicative 50% reduction across Place Directorate
- £1.4 million savings already met by the Parks Service since 2014/15 in relation to anticipated savings through the Commissioning Review.
- Potential reduction of income from internal client departments who may reduce service requirements to meet their budget savings

Budget Pressures

- Ageing fleet and machinery, at least £90k per year replacement costs
- Reducing reliance on seasonal and agency staff
- Deteriorating play equipment stock

Additional Unallocated Budget Reductions

- Senior Staff Review
- Modernising Business Support
- Income and Charging
- Depot Review

Operational Issues

- Merger of Parks & Cleansing Services
- Ash Die Back
- Loss of experience senior managers due to ER/VR

Wellbeing of Future Generations Act

It is essential that any plan developed to meet the desired outcomes needs to ensure that, where practical and appropriate, the key priorities and goals of the Wellbeing of Future Generations (WFG) Act are major considerations in each step of the process.

The main goals include:-

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

The continued review and improvement of the activities detailed will ensure that the Authority strives to meet the seven goals set out in the Act and ensure that in providing the services try delivery approaches are in keeping with the WFG governance principles of:

- **Thinking for the long term:** Balancing the pressure to take action in the short term to address current issues with the need to address the long-term needs of Wales.
- **Taking an integrated approach:** Considering the three aspects of well-being (economic, social and environmental) and how the well-being objectives impact upon each other and in turn the objectives of other public bodies.
- **Taking a preventative approach:** Using resources to take action now in order to prevent problems occurring or getting worse.
- **Collaborating:** Working with other public bodies (or parts of the same body) to assist in the achievement of objectives.
- **Involvement:** Involving the people or communities whose well-being is being considered, engaging them in finding sustainable solutions.

4.2 The Strategy Going Forward

a. **Meeting minimum legal and safety requirements**

We will still need to ensure that all statutory and safety requirements are met through maintaining adequate resources for necessary inspections and safety works.

b. **Support health and wellbeing through facilitating active lifestyles**

As far as practicable, keeping open spaces and sports facilities inviting and accessible to all

c. **Protecting biodiversity, the environment and our natural heritage**

Policies and practices need to continue to protect our biodiversity, the environment, and natural heritage as far as practicable when considering land use, specialised gardens, and maintaining our tree stock.

d. **Litter prevention, not just picking up litter better**

Our litter bin, promotion, and enforcement strategies need to seek to reduce litter to improve our environment and mitigate against any reductions in resources.

e. **Effective targeting of resources, minimising firefighting**

A strategy to effectively target cleansing resources and minimise reactive works is needed to mitigate against any reductions in resources

f. **Commercial opportunities to mitigate against budget reductions**

Maximising income should be used to minimise impact of any budget reductions.

5.0 SERVICE REVIEWS

Due to the interdependencies required for the proposed service changes to be effective, it was decided that the services be grouped in to clusters for consideration. The clusters comprised of:-

Cluster 1 Grounds Maintenance, Burials, Play and Workshop

Cluster 2 Cleansing

Cluster 3 Specialist Parks

Cluster 4 Tree Services

Each service was reviewed in terms of:-

- What it currently provides.
- Good practice identified.
- Options evaluated.
- Key findings of the options evaluated.
- Services changes proposed.
- The anticipated impact of the proposed changes.
- Main risks

5.1 CLUSTER 1 – GROUNDS MAINTENANCE, BURIALS, PLAY AND WORKSHOP

The main functions currently undertaken by the team include:-

- Provision of a full and comprehensive operational portfolio for all parks and open spaces, amenity areas and burials
- Provision and maintenance of all sport pitches
- Implementation and further development of highly valued and acclaimed wild flower planting scheme
- Provision of knotweed service
- In-house service provider for maintenance and burials for 7 Cemeteries in Council ownership
- In- house service provider for maintenance to all soft landscape for relevant departments
- Installation, inspection and repair team for all play sites in City & County of Swansea, inclusive of school sites
- Maintenance and repairs of all agricultural machinery for the effective delivery of the Parks Service
- 24 hour emergency call out team

5.1.1 Good Practice Identified

Internal

- Lean Management structure (10 managers in 2009 to 4 in 2016)
- Flexible working hours of team to meet demand of service, (42 hours summer)
- High level of Community involvement with over 30 Friends of Parks Groups
- Previous budget savings

- Member of Green Space Wales (Parks Operational Managers)
- An award winning service, Green Flags / Blue Flags
- Highly acclaimed wildflower planting scheme
- Area based teams
- Multi skilled workforce
- Consultation with sport associations
- In-house electronic Parks Management System capturing essential management and financial information for effective service planning and delivery
- Excellent Health & Safety record
- Reactive and flexible to meet the needs of client and service users
- Flexibility of service to be able to react to service demands
- Workshop will be discussed with Central Transport Unit

External

APSE have produced a 'State of the Market' report 2016 for Parks & Open spaces, 64 local authorities responded to a set of questions, current trends are as follows:

- Respondents claimed that there will be an increase in unmaintained land
- A reduction in management tiers
- Introduction of larger seasonal workforce
- Commercialisation of operations
- Reduce grass cutting
- Reduction in bedding plants and replace with wild flower meadows
- Prioritise maintenance on greatest need
- Reduction in play provision
- Increase income opportunities with more cafes
- Integrated Street scene
- Increased community involvement with Litter picking and horticultural work
- Transfer assets to communities including playing fields and play areas, however interestingly no Parks transferred to communities
- An APSE questionnaire on playground provision with returns from 40 authorities, including Swansea revealed the following:
 - › Maintenance of play areas
 - In-house 18 authorities 45%
 - In-house and contractor mix 17 authorities 42.5%
 - Private contractor 5 authorities 12.5%

5.1.2 Options Evaluated

- Extend Wild Meadows within Parks
- Reduction in employment of seasonal staff
- Replace all formal bedding with wild flowers
- Hire of plant and machinery internal/external
- Hire of 'man with van'
- Greater links with Friends of Parks and other Community Groups
- Rationalisation of equipped play sites
- Sponsorship of Parks and playgrounds
- Spraying gang to take on further external work
- Test the commercial market for grounds maintenance work

5.1.3 Key findings of options evaluated

- Across the City there is currently 425,000m² (42.5 hectares) of wild meadow land within enclosed Parks and external open spaces which has assisted in managing previous budget reductions by allowing the service to allocate resources elsewhere. However it must be noted that there has been public objection to such sites purely from an aesthetic perspective and we feel we are at saturation point.
- Due to the seasonal demands of the service the grounds maintenance teams have had the need to employ in the region of 40 seasonal staff to complement the existing permanent workforce. This number has reduced due to the services diligently meeting previously budget reductions. Any further reductions in seasonal staff must be offset by a reduction in services, ie less grass cuts in Parks and on highway verges, less bedding plants, less cleansing etc.
- To explain the above in more detail the unit delivers its cyclical contractual work via a Parks Management system which produces a schedule of work to be undertaken in the designated 4 weekly period. Staffing levels derived from the Parks Management system for the summer period indicates that the service requires 74 FTE to complete all programme work. Currently for this area we have 55FTE, once an element of resources have been diverted for unplanned works, so the difference is made up by seasonal staff we recruit over this busy period. Therefore if we do not employ seasonal staff we will need to adjust the work programme to match our FTE, this can only be done by reducing frequency of cuts on Parks & Open Spaces and verges, less beddings plants, and less resources allocated to cleansing.
- A reduction in verge maintenance will result in poor appearance, strain on resources, heavy lay following cut, blocked gullies and negative reputation for City.
- The service spends in the region of £40k on formal bedding planted in Parks and open spaces, this includes material and labour cost. Such bedding can be replaced by wildflower bedding which will save on material and labour costs, however the negative is that this may possibly affect green flag judging and awards. Alternatively some beds can be removed and grassed over.
- Grounds maintenance currently holds 4 Green Flags at Brynmill, Victoria, Cwmdonkin and Llewelyn park, taking out formal bedding is likely to have a negative effect on such national awards.
- Rationalisation of equipped play areas across the City: currently there are 86 within Parks & Open Spaces (excluding schools), Appendix B is a Red, Amber, Green listed indicating life expectancy and need for investment on sites. The service currently only inspects and maintains play areas, there is no capital budget available for replacement or development of sites unless funding by a third party. The suggestion to rationalise numbers so that remaining play sites would be sustainable. This would require a review of condition, usage, and convenience of alternative play sites available. If capital receipts could be realised from any sites considered suitable for closure, it could be invested to improve the remaining sites.
- Parks Friends Groups are now in excess of 30 groups who have a vested interest in their particular park. Such groups have been able to access funds unavailable to the service, and this has resulted in improvements within their park and greater ownership. Where appropriate there may be the opportunity for such groups to be involved in minor horticulture or for that matter transfer sites to Friends Groups if possible.
- The sponsored roundabout scheme has become a success and has income in the region of £50k, extending this to Parks and in particular playgrounds should result in further income. There must be a sensitive approach to who we allow to sponsor.

- We launched the knotweed team in 15/16 and undertook work on 168 sites with income in region of £52k, this has increased for 16/17 to 235 sites and an income of £65k
- A soft market testing exercise was undertaken on cost for treating 50m2 of knotweed, the following is a table with cost comparison demonstrating our competitiveness:

Company	Cost
Contractor 1	£360
Contractor 2	£300
Contractor 3	£270
Contractor 4	£240
City & County of Swansea	£160

5.1.5 Service Changes Proposed

- Reduction in employment of seasonal staff
- **Mitigation against reduced resources:**
 - a) Liaise with Friends Groups and other community groups to broaden their roles
 - b) Reduced grass cutting frequencies on verges and in parks & open spaces
 - c) Reduced formal bedding where possible without risking green flag
- Increase marketing for sponsorship & franchise
- Investigate further commercial opportunities
- Further reduction in employment of seasonal staff dependent upon impact of mitigation measures outlined above
- Review of play sites to allow consideration of whether any rationalization would be appropriate.

5.1.6 Estimated Benefits

- Reduction in employment of seasonal season staff £70k
- Sponsorship and franchise £50k
- Commercial opportunities £20k
- Potential further reduction in employment of seasonal season staff £70k
- Sustainable play sites. Target saving £30K

5.1.7 Main Risks

- Public expectations
- Aesthetic appearance of City
- Reduced open space for recreational purposes
- Loss of income to service
- Uninviting parks and open spaces
- Risk to Green Flag status
- Accessibility to play sites
- Adverse impact on Tourism
- Increased complaints
- Longer cut grass leading to blocked gullies and additional flooding

5.2 CLUSTER 2 - CLEANSING

The service currently broadly consists of:

- Litter clearance from all adopted highways and verges.
- Leaf clearance
- Dedicated litter team for City Centre
- Servicing of all litter and dog bins
- Cleansing of highways and footpaths by mechanical operation
- Responding to all Fly Tipping enquiries
- Employment of Neighbourhood Environment Action Team operatives
- Satisfying the terms of The Tidy towns initiative
- Removal of graffiti
- Cleansing of public toilets

5.2.1 Good Practice Identified

Internal

- Dedicated City Centre team
- Dealing with over 8,000 complaints in previous year
- Meeting fly tipping removal targets (within 5 working days)
- Meeting Local Environmental Audit Management System (audit internal standards)
- Amalgamation with Parks Cleansing since merger in January 2016

External

APSE have produced a 'State of the Market' report 2016 for Street Cleansing Services, 41 local authorities responded to a set of questions, current trends are as follows:

- Provision of a 7 day service
- Have area based working teams
- Implementation of Solar Powered Bins
- Reduced cleansing frequency
- Increase in commercial market
- Promote more litter campaigns – educating public

5.2.2 Options Evaluated

- Test the commercial market for any income opportunities for matters such as sweepers, man with a van clearance, private fly tipping including enforcement etc.
- Determine way of an improved waste segregation to result in a reduction in tipping charges and assist the authority in meeting its recycling target
- Review of working week to include introduction of 7 day working week to meet the service expectations and reduce overtime costs to the service
- Further reduction of Cleansing staff and vehicles, options include:
 - › Reduction of 9 FTE and 3 vehicles
 - › Reduction of 18 FTE and 6 vehicles
 - › Reduction of 27 FTE and 9 vehicles
- Review of staff structure to meet above option
- Closure of all public toilets on a phased approach across the City where alternative facilities are available and seek alternative management options where appropriate.

5.2.3 Key Findings of the Options Evaluated

- The service has limited commercial income, however there may be potential to expand the service.
- It is essential that the Authority is able to demonstrate that internally we are recycling to our full potential when this is expected from the general public. There is clearly the need to implement alternative collection methods to be able to segregate such waste and reduce tipping costs
- In 2015/16 the authority was 14th out of 22 Welsh authorities for the removal of fly tipping within 5 working days, with a percentage rate of 95.11%. There were in excess of 6,000 calls reporting fly tipping received.
- The percentage of highways inspected of a high or acceptable standard of cleanliness for 15/16 Swansea scored 94% yet were still only 15th out of 22 authorities. Scoring is undertaken by internal officers and is very subjective, and the Council will need to determine what level of cleanliness it can afford.
- The service currently operates on a five day service deliver Monday – Friday, all weekend work is currently undertaken on an overtime basis. Changing working practices to adopt a 5/7 working week to take into account weekend working will result in a reduction in overtime cost, although resources would then be reduced Monday to Friday.
- To mitigate the reduction of FTE it is essential that the targeting of cleansing resource is reviewed so that it results in a needs basis and not the current culture of cleaning streets on a rigid rota basis which could result in cleaning streets which do not need to be cleaned.
- The need to categorise roads on a needs basis such as weekly, fortnightly, monthly so that there is a more effective use of resource.
- Review how the service is delivered from an operational gang basis, currently six teams spread across the City, potential to coordinate the gangs in a condensed area to follow up day after waste collection and have greater visibility and impact. Any emergency work would still need to be covered.
- Work closer with the Waste service in other areas where potential efficiencies could be realised, this includes better utilisation of staff and vehicle at remote locations which have difficult access for waste vehicles.
- The necessity to draft a 'Bin Strategy' to move away from picking up litter better to focus on litter minimisation- 'take it home' approach. The strategy will link into enforcement and discuss further options with the enforcement team. Refer to Appendix E. The criteria could include
 - › Presumption of bin removal where evidence of continual misuse
 - › Remove where complaints received from public/members
 - › Remove bins where evidence of vandalism / antisocial behaviour
 - › Remove bins in outlying areas/laybys, where absence of shops etc, potential to pilot area
 - › Retain bins in key sensitive areas such as high footfall, near schools, takeaways, shops etc
 - › Retain where existing bins installed and funded by Councillors and community councils
 - › Retain bins where sponsored
 - › Continual review
 - › Feasibility of 'solar' bins within city centre and rural areas, initial investment required however the availability to sponsor and become self-funding

- A review was commenced on the closure of public toilets, resulting in the closure of Caer Street Toilets in the city centre and Trawler Road Toilets in the Marina. Pennard toilets have also been transferred to local shop/café on site. Further discussions and reviews of alternative availability, such as use of local libraries are required. Some alternatives will need additional investment to make them accessible to public.
- The new Public Health (Wales) Bill intends to require local authorities to produce a strategy about toilets for use by the public within their area.

5.2.4 Service Changes Proposed

- Explore the commercial viability of specific types of work such as sweeping private car parks
- Implement segregation of litter collection at Beach sites to test the feasibility and success of programme.
- Introduction of a 7 day service across relevant areas of Cleansing Service through contractual shift pattern if mitigation below is approved.
- **Mitigation against any reducing resources:**
 - a) Need to proactively target planned resources on a needs basis – not cleaning clean roads
 - b) Minimise reactive works – cleansing requests for non safety work to wait until scheduled visit
 - c) Encourage “Take your litter home” through effective litter bin, promotion, and enforcement strategies. Draft and implement revised Bin Strategy
 - d) Coordinate gangs in a condensed area for greater impact, flexibility and effective use of resource
 - e) Proactively support increased activities by community groups eg litter picks, beach cleans, leaf clearance etc.
- Reconsider further reductions in resources by up to 9 FTE and 3 vehicles dependent upon impact of mitigation measures outlined above.
- Continue with review of public toilets to develop a Strategy in line with the principles of the new Public Health (Wales) Bill. Future approval and adoption of such a Strategy would dictate the impact on the current toilet cleaning budget.

5.2.5 Estimated Benefits

- Additional income through commercial market in region of £50k
- Improve segregation of waste to assist with reduction in tipping charges and increased recycle targets, a reduction of 250T of landfill would achieve about £25k
- Introduction of a 7 day service across relevant areas of Cleansing Service £100k
- Reduction in resources operatives and management saving £276k
- Greater service impact and presence
- Greater flexibility
- Pro-active approach and effective use of resource
- The current Toilet Cleaning Budget is £400K per year, and any future reductions in costs resulting from the proposed Toilet Strategy would reduce this figure accordingly.

5.2.6 Main Risks

- Balance of resource to meet internal and external work
- Segregation of waste trade union and staff objection due to manual handling issues
- Staff objection to change in working pattern
- Public communication
- Reduction in resources will impact on the level of service provided.
- Widespread reduction of public conveniences could adversely affect the accessibility of areas, and disproportionately affect some groups with protected characteristics, and generally be unpopular with Members and the public

5.3 CLUSTER 3 – SPECIALIST PARKS

The service currently broadly consists of:-

- Maintenance of Botanical Gardens, Clyne Gardens, Ornamental Gardens and staff provision to maintain plant stock at Plantasia
- Procurement of all bedding, including wildflower seed for Parks and Open spaces, cemeteries and other maintained land
- Delivery of the Hanging Basket/Floral Decorations to public and businesses within the City and outside the County Borough
- Centre of horticultural excellence designed to inform, educate and interact with public on all plant related materials
- Collaboration with Friends of Botanical Gardens
- Collaboration with Unions in providing facility with 'Helping Hands' initiative

5.3.1 Good Practice Identified

- Established and excellent reputation of Floral Service
- Improving service with increasing sales
- Excellent working partnership with Friends of Botanical Gardens
- Excellent link to other users such as Helping Hands, voluntary organisations
- Nationally recognised gardens
- Nationally awarded 2 Green Flags
- Promoting schemes of Clyne in bloom and Botanical Gardens in Bloom
- Cardiff has a very successful urban camper van site.

5.3.2 Options Evaluated

- Botanical Gardens
 - (i) Closure of Gardens, or
 - (ii) Reduce costs and increase income at the Gardens, whilst seeking a partner to manage the Gardens
- Increased input from Friends Group for minor horticultural work
- Create car park at the Botanical Gardens and charge for users.
- Explore commercial options eg flower bouquets, tours, wedding photographs etc.
- Explore franchise opportunities such as tea/coffee, sandwiches, ice cream vendors
- Charge for parking at Woodman public house entrance
- Christmas hut storage
- Explore option for urban camper van site

5.3.3 Key Findings of the Options Evaluated

The Botanical Gardens is an integral part of the Parks Service and consideration of changes must take into account its links with the other units

- Botanical Gardens are open 363 days of the year, currently closed for Christmas and new year day. The site has in excess of 70,000 visitors per year and is critical for the health and well being of its visitors and Friends Group members. The Gardens are often used as a social gathering point.
- The gardens have a very active Friends of Botanical Gardens who have financially supported many schemes at both Botanical Gardens and Clyne, this includes £70k contribution to the building cost of Ty Blodau visitor building at Botanical Gardens and number of bridge improvement at Clyne.
- The Friends Group use the facility to propagate and sell plants to the public.
- In order to explore the option of a partner taking over responsibility for the Botanical Gardens, discussions need to take place on creating a partnership agreement for the site and relevant interested parties.
- Part of the Botanical Gardens is used by Parks Operations for developing floral displays, by the Friends Group, and could be an option for relocating operations from Home Farm if that depot is disposed of. These requirements would need to be accommodated within any partnership arrangements.
- The visitors are often daily repeat visitors and any charging mechanism needs to take into account such users. A charge could range from per entry to cover the intermediate visitor to a season ticket for repeat visitors.
- As with a number of free cultural buildings a 'donation' box could be situated asking for such donations which would be reinvested in sustaining the gardens
- The site does not have a formal car park and there needs to be an option appraisal on the feasibility of creation at the top end of Singleton Park, this could also benefit users of Singleton Park. On discussions with Car parks we should see in the region of £20k per year in charges for the service. It is likely that Planning Permission would be required.
- Considering the site has 70,000 visitors and Clyne has 120,000, the opportunity to offering franchise agreements could be assessed.
- Christmas huts are understood to be kept in private storage, so they could be relocated to the Botanical Gardens and save in storage costs of £70k.
- Due to its stunning displays during the spring and summer wedding parties visit the site for photographs, this is an opportunity to charge for such service and link this in when weddings are booked at the registrar's office
- Visitors to Clyne Gardens are allowed free use of car park near the Woodman public Inn, there are currently 30 parking spaces available following installation costs of machine should see in the region of £15k income from car park tickets. This proposal could be linked in with any similar considerations across the Authority as a whole.
- The provision of an urban camper van site would need careful and detailed consideration by the Commercial Team prior to taking forward.

5.3.4 Service Changes Proposed

- To avoid the loss of our natural heritage through closure of this well visited facility, pursue partnership working in relation to the Botanical Gardens with appropriate parties.
- As an interim measure install a 'donation' box, reduce operational resource, and consider options for an increased role by the very active Friends Group, seeking measures to mitigate reduction in provision
- Review the potential possibility of created a formal charged car park at the Botanical Gardens subject to the appropriate planning processes to be transferred to Highways and Transportation's broader review of parking charges
- Pursue franchise opportunities at all parks and gardens
- Pilot test charging for wedding photographs
- Consideration of option to charge for car park at Clyne to be transferred to Highways and Transportation's broader review of parking charges.
- Relocate Christmas hut storage to the Botanical Gardens
- Further explore options for urban camper van site prior to presenting as a separate project

5.3.5 Estimated Benefits

- Interim measures at the Botanical Gardens whilst a partner is sought could save £50k per year
- Transferring the running of the Botanical Gardens to a partner would via phased approach save up to an additional £150k
- Charging for both car parks would see potential income of £35k per year, although an initial investment would be required
- Storing the Christmas huts could save £75k per year
- Franchise and commercial opportunities should bring in £25k of income annually
- The potential for an urban camper van will remain unknown until explored further

5.3.6 Main Risks

- Relationship with Friends of Botanical Gardens
- Public/User complaint 'selling our jewels'
- Losing our natural heritage forever if any gardens closed – Once it's gone it cannot be retrieved
- Impact on tourism and Health & Wellbeing of any closures
- Loss of Green Flags
- Potential loss of employment of any closures
- Opposition to car park and charging
- Opposition to camper van sites
- Public liability risks with creation of car park

5.4 CLUSTER 4 – Tree Services Unit

The service currently broadly consists of:-

- Responsibility for tree maintenance throughout City for Parks & Open Spaces
- Commitment to maintaining a visually attractive tree stock
- Provision of professional advisory service to internal and external client
- 24 hour emergency call out unit
- Inspection of tree stock via electronic system

5.4.1 Good Practice Identified

Internal

- Electronic Emtree Package for inspection and recording of findings
- Experienced trained and qualified staff
- 24 hour emergency cover
- Excellent health & safety record

External

- A questionnaire was circulated to a number of councils, 7 returns and the following are the main points of how they deliver such a service:
 - › 2 remain in-house service / 3 mixed in-house and contractor / 2 contractor
 - › All 7 undertake tree inspection work in-house
 - › Average of 4 inspectors per authority
 - › 2 of above 7 use same package as Swansea, a third applying for funding
 - › 6 of the 7 charge for tree inspections
 - › 5 of the 7 undertake other public organisation tree inspection work
 - › 3 of the 7 undertake tree inspection on private land
 - › 4 of 7 provide 24 hour call out in-house
 - › Average of budget for service is £437k, Swansea is £434k

5.4.2 Options Evaluated

- Sale of by-products eg wood sales
- Market electronic Emtree package (inspection) to external companies
- Extend service to commercial market
- Produce in-house loose fill (bark) for play areas
- Sub contract Arboricultural work to supplement in house workforce

5.4.3 Key Findings of the Options Evaluated

- Currently the unit achieves less than £6k in sales for wood, previously the Service has submitted application under the umbrella 'Rethinking Parks' for funding to set up its own wood mill with the intention of increasing sales such as woodchip, kindling etc.
- Social Services have a ready-made depot with machinery available via the day centre in Fforestfach trading estate. This would be the ideal opportunity for both Parks & Cleansing and Social Services to work in collaboration to on feasibility of such scheme
- The facility at Fforestfach has the availability to explore the project and generate income sales in the region of £50k

- By-products can range from sales for woodchip, firewood, pellets, small furniture items and seasonal ornaments. Sale channels can link into Friends Groups, Community Centres and Baling Plant shop for example
- Ezytree package provides a very comprehensive inspection database of tree stock and is currently used by the service to inspect and record findings for all tree stock within Parks & Open spaces.
- Internally this has been marketed to other departments such as Housing and Environmental Health (Cemeteries) and has realised further income in the region of £150k, this is from initial inspection and subsequent work.
- Land owners have a duty of care to have their tree stock inspected by a competent person at reasonable frequency intervals, therefore potential to market to such external organisation and inspect and potentially procure subsequent work following inspection, inspection costs will reduce following first year due to electronic recording of such data. However it will realise a constant income stream on an annual basis
- On evidence there are a number of external Arboricultural companies albeit small in number size competing for private work.
- The reputation of the authority should sell itself when marketing for such work
- Parks currently has 43 sites with loose fill (bark) and replacement/replenishing costs run at approximate £17k per year.
- For safety reasons the loose fill must go through a process to allow it to be used in equipped play areas. Therefore all bark produced from tree maintenance is currently used on shrub beds, footpaths and offered to Friends Groups.
- Investigate the cost in the process to make safe for playgrounds on a spend to save basis, however the long term strategy is to replace all loose fill with wet pour for safety of users
- Due to potential increase in work demand following market of Ezytree package and external work the possibility of sub-contracting work to meet demands

5.4.4 Service Changes Proposed

- Commence discussions with Social Services and the Waste Re use Shop to create a partnership working for the sale of wood by-products
- Work with commercial team on marketing the Ezytree package to external and private companies/organisations
- Work with commercial team on exploring the commercial market for specialist operations.

5.4.5 Estimated Benefits

- Potential additional income in region of £50k, however other benefits will include greater use of depot at Fforestfach, environmental issues on sustainability of by-product, potential relocation of Tree Services Team to Fforestfach alongside depot rationalisation and efficient use of machinery available at Fforestfach

5.4.6 Main Risks

- Market is unknown and the need to create various sales points
- Ensuring the drying and quality of the product does meet expectations to sustain long term income stream
- Initial set-up costs and relocation of team
- Impact on local businesses
- Insurance and liability issues
- Procurement , legal, insurance and liability costs

6.0 STAGE 4 – SERVICE DELIVERY OPTIONS APPRAISAL

6.1 As part of the review process an options appraisal stage has been completed. Consideration was given to all the delivery options available to provide the services under the scope of the review. It was decided to rule out the options of a) A Staff/Public Mutual, and b) Non-Profit organisation due to the nature of the services being considered. It was determined that the options to be considered and evaluated to provide the services under review within this process would be:

Option 1 Transformed in house.

This model would maintain direct provision of the services, but seek to make savings, maximise income and develop service improvements through the more efficient and flexible use of resources. This could also include seeking partners to take over certain areas/elements of work.

Option 2 Outsourcing to Private Sector

This model would require the procurement of one or more external organisations to deliver the services under consideration. Compliance with the European public procurement regime would require European wide competitive tendering.

Option 3 Joint venture with a third party or Private Company.

This model would require, in the case of a joint venture with a private company, full compliance with European public procurement regime. In the case of a joint venture with a third party, it would require agreement on behalf of both parties for a long term plan for the relevant service area.

6.2 An Options Appraisal workshop with a cross section of Parks & Cleansing management and stakeholders was held at the Guildhall on Thursday 20th October 2016 to consider different delivery models available for the previously described clusters. The service delivery options detailed above were scored and evaluated based on the following criteria:

- Service Outcomes.
- Fit with Council Priorities.
- Financial Impact.
- Sustainability and Viability.
- Deliverability.

Key perceived characteristics of each option are shown below

Option 1 - Transform in house	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Already a very efficient, high performing service. • Greater local control/accountability (Members and Officers) • Greater flexibility- an ability to adapt to changes in legislation, service needs • Excellent skills and experience. • No requirement to make a profit. • Local employment (Poverty Agenda) • Assist the Authority in meeting its objectives. • Retains flexibility of options for potential local government reorganisation. • Low risk option. • Protects heritage • Protects health and well-being of Friends Groups • Commercial income remains in-house • Allows greater co-ordination with other services 	<ul style="list-style-type: none"> • Perceived reduced ability to innovate and provide value for money. • Change management, particularly Terms and Conditions and operational practices can be slow to introduce.
Option 2 - Outsourcing to Private Sector	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Inject new investment without the need for the Authority to invest up-front. • Introduction of new ways of working and innovation. 	<ul style="list-style-type: none"> • Loss of local control and flexibility to change. • Loss of expertise leads to reliance on contractor. • Difficult to bring back in-house in the future. • Contractual issues, including service changes lead to increased costs over contract price. • Potential loss of local employment. • Contract/procurement costs. • Need to set up a client function. • Lengthy and costly change process
Option 3 - Joint venture with Third Party or Private Company	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Possibility to reduce overall management costs. • Possibility of future uniform services over a wider area. • Could enable economies of scale to be achieved 	<ul style="list-style-type: none"> • Needs a partner who wants to undertake a Joint Venture approach. • Different methods of existing service delivery. • Set up costs.

7. DELIVERY MODELS

The different models of delivery have been considered and it has been determined that the most suitable way forward would be as follows:

7.1 Cluster 1 – Grounds Maintenance

Preferred Delivery Model - Transformed in-house

Main Reasons:

- i. High levels of local knowledge and experience
- ii. Excellent performing service
- iii. Management and team already reduced
- iv. Geographical location of area based teams
- v. Avoids duplication of Client function
- vi. Potential local government reorganisation
- vii. Local employment

7.2 Cluster 2 - Cleansing

Preferred Delivery Model - Transformed in-house

Main Reasons:

- i. Good performing service
- ii. Retains flexibility and control
- iii. Avoids lengthy and costly change process
- iv. Potential local government reorganisation
- v. Local employment

7.3 Cluster 3 – Specialist Parks

Preferred Delivery Model - Transformed in-house / Partner Botanical Gardens

Main Reasons:

- i. Protection of natural heritage
- ii. Nationally recognised sites
- iii. Wellbeing of Friends and visitors
- iv. High levels of local knowledge and experience

7.4 Cluster 4 – Tree Services

Preferred Delivery Model - Transformed in-house / Partner Botanical Gardens

Main Reasons:

- i. Retains flexibility and control
- ii. Allows co-ordination with other services
- iii. An efficient in-house service
- iv. Allows increased commercial opportunities
- v. High levels of local knowledge and experience

8.0 RECOMMENDATIONS

It is recommended that the following proposals for each Cluster are considered for approval:

1) Grounds Maintenance

- a) Reduction in employment of seasonal staff.
- b) Mitigation against reduced resources:
 - Liaise with Friends Groups and other community groups to broaden their roles
 - Expand role of NEATs
 - Reduced grass cutting frequencies on verges and in parks and other open spaces
 - Reduced formal bedding where possible without risking green flag
- c) Increased marketing for Sponsorship and franchise
- d) Investigate further commercial opportunities
- e) Review of play sites to allow consideration of whether any rationalization would be appropriate
- f) Further reduction in employment of seasonal staff dependent upon impact of mitigation measures outlined in 1b).

2) Cleansing

- a) Explore the commercial viability of specific types of work such as sweeping private car parks
- b) Implement segregation of litter collection at Beach sites to test the feasibility and success of programme.
- c) Introduction of a 7 day service across relevant areas of Cleansing Service through contractual shift pattern if mitigation below is approved.
- d) Mitigation against any reducing resources:
 - Need to proactively target planned resources on a needs basis – not cleaning clean roads
 - Minimise reactive works – cleansing requests for non safety work to wait until scheduled visit
 - Encourage “Take your litter home” through effective litter bin, promotion, and enforcement strategies. Draft and implement revised Bin Strategy.
 - Coordinate gangs in a condensed area for greater impact, flexibility and effective use of resource
 - Proactively support increased activities by community groups & NEATs eg litter picks, beach cleans, leaf clearance etc.
- e) Reconsider further reductions in resources by up to 9 FTE and 3 vehicles dependent upon impact of mitigation measures outlined in 2d).
- f) Continue with review of public toilets to develop a Strategy in line with the principles of the new Public Health (Wales) Bill. Future approval and adoption of such a Strategy would dictate the impact on the current toilet cleaning budget.

3) Specialist Parks

- a) Pursue partnership working in relation to the Botanical Gardens with appropriate parties
- b) As interim measures, install a 'donation' box and reduce operational resource, seeking measures to mitigate reduction in provision
- c) Review the potential possibility of creating a formal charged car park at the Botanical Gardens to be transferred to Highways and Transportation's broader review of parking charges
- d) Pursue franchise and commercial opportunities at all parks and gardens
- e) Consideration of option to charge for car park at Clyne to be transferred to Highways and Transportation's broader review of parking charges.
- f) Relocate Christmas hut storage to the Botanical Gardens
- g) Further explore options for urban camper van site prior to presenting as a separate project.

4) Tree Services

- a) Commence discussions with Social Services and the Waste Re use Shop to create a partnership working for the sale of wood by-products
- b) Work with commercial team on marketing the Ezytree package to external and private companies/organisations
- c) Work with commercial team on Exploring the commercial market for specialist operations

- 5)** The service delivery encompassed by all Clusters are delivered through a transformed in house model, with a further review of the Specialist Parks Service to explore partnership working around the Botanical Gardens

9. FINANCE

9.1 The estimated financial impact from the initial tranche of above recommendations are as follows:

Recommendation		Estimated Saving
1a	Reduction in seasonal staff	£70K
1c	Increased Sponsorship	£50k
1d	Investigate further commercial Opportunities	£20k
2a	Commercial market	£25K
2b	Disposal Costs	£25K
2c	7 day working	£100K
3a	Pursue partnership working in relation to the Botanical Gardens	
3b	Interim savings during partnership exploration	£50k
3d	Franchise and commercial opportunities	£25k
3f	Storage of Christmas huts	£70k
4a & b	Wood by-product sales/ Market Ezytree package	£50k

- Recommendation 1a requires the approval of the mitigation measures outlined in Section 8 - Recommendation 1b
- Recommendation 2c requires the approval of the mitigation measures outlined in Section 8 - Recommendation 2

Maximum Total Savings up to £485K

9.2 Future savings could include the following subject to further assessments and subsequent approvals:

Recommendation		Potential Target
1e	Review of play sites	£30k
1f	Further reduction in seasonal staff	£70K
2e	Operational and Management reductions and 3 vehicles	£276k
2f	Impact of proposed Toilet Strategy (current budget)	£400K
3a	Transfer of running Botanical Gardens to partner	up to £150k
3c	Car Park at Botanical Gardens	£15k
3e	Charging for parking at Clyne Gardens	£20K
3g	Explore the opportunities for creating an urban Camper van site	£unknown

- Recommendation 1f will be dependent on the impact of the mitigation measures outlined in Section 8 - Recommendation 1b
- Recommendation 2e will be dependent on the impact of the mitigation measures outlined in Section 8 - Recommendation 2d

The above projected saving, and the £1.5M savings achieved in the Parks and Cleansing Services since April 14, would result in the total savings being 33% of the 14/15 budget.

9.3 However there are existing spending pressures on the service namely essential machinery replacements at £90K per year and capital investment needed for Play equipment replacement.

10. HR IMPLICATIONS

Depending on preferred options there may be a number of compulsory redundancies, however it is hoped that this will be avoided by previously agreed voluntary redundancies and natural retirement. There will be changes to shift patterns and in this respect, the appropriate consultation with staff and Trade Unions will take place before any changes are made.

11. LEGAL IMPLICATIONS

If the decision on alternative delivery model is working in partnership for Specialist Parks then support and advice will be required from Legal

All other service areas are expected to be transformed in-house and there are no specific additional legal implications relating to revised delivery options.

12. EIA

EIA screening has been completed and the initiatives are not relevant for a full EIA report at this point. This will be revisited as part of the development of the Toilets Strategy and review of Play Sites and will also include the outcomes of any necessary consultation once completed. Any changes to current services will be widely publicised prior to their introduction.

Background Papers: None.

Appendices:

Appendix A – Summary of Stage 3 Benchmarking / Comparisons
Appendix B – Equipped Playgrounds Red / Amber / Green analysis
Appendix C – Summary of Stage 4 Option Report
Appendix D – Comparison or Remuneration for Posts
Appendix E – Basis of ‘Litter Bin Strategy’

Parks & Cleansing Commissioning Review

Summary of Stage 3 Benchmarking / Comparison

Stage 3 Process

This stage of the Review followed the Commissioning Process by examining the following:-

What Needs to be done

- Data Comparison - compared the current service model, outputs and cost performance with others where possible.
- The above data was difficult to obtain as many authorities have drastically reduced their revenue budget for Parks and therefore comparison data of 'like for like' services is questionable.
- Best Practice - assessed whether there are better ways to deliver the desired outcomes.
- Due to the austerity pressures put upon councils as indicated above Parks services have in some cases had in excess of over 50% in their revenue budgets.
- Decisions made to meet the savings have not been implemented to meet 'best practices' in some cases it has just been a mathematical exercise to offset the savings.
- Many authorities made hard decisions without formal consultation, such as closing their bowls greens overnight, clubs were told to finance the greens themselves or face complete closure.
- Swansea in line with many other councils had already commenced alternative management of bowls greens and other sport facilities such as local football pitches.
- We have just completed the first year of many football clubs taking on self-management agreements of sites, the next stage will be to discuss lease for such facilities.

Questions asked

- What are other providers (whatever and wherever they are) doing to deliver the outcomes?
- What innovation is there in service design, delivery etc in this area? Albeit most have just been reactive to meet the budget reductions
- What does the evidence from case studies, research, user feedback from elsewhere tell us?
- How does performance compare with similar Councils?
- How does unit cost (or similar financial assessment) compare with similar Councils?

How achieved

- Service areas under review and interested services worked together on the questions
- Input from commissioning support team on the performance and funding questions
- Product written up and fed into the next stage

Work undertaken

A list of all the topics reviewed are detailed below. However, full copies/details of the various reports, schemes and best practice contained within are available to view if required via two Lever-Arch Files which is available at Home Farm Depot

FILE A - Data Comparison Summary

A1. Rank Order List for Local Environmental Management System (LEAMS) returns for Wales 15/16

A2. Rank Order List for Fly tipping returns for Wales 15/16

A3. Customer Satisfaction Report for Parks & Open Spaces 2012

A4. Customer Satisfaction Report for Parks & Open Spaces 2008

A5. APSE Consultancy Review on Parks & Open Spaces 2009

A6. APSE members enquiry data into best practices

A7. APSE – Tree Services Best Practise

A8. APSE – State of the Market Survey 2016 – Local Authority Parks & Green Spaces Services

A9. APSE - State of the Market Survey 2016 – Local Authority Street Cleansing Services

A10 Grounds Maintenance Contract for Bishopston School, demonstrates the Parks Service was competitive and successful against the private market in obtaining the contract

FILE B - Sources used to identify wider best practice

B1. Association of Public Service Excellence (APSE) Report
'Park Life, Street Life: Managing demand in the public realm'

B2. Heritage Lottery Funding commissioned report 'State of UK Public Parks 2016'

B3. Association of Public Service Excellence APSE – Member enquiries portal

B4. The Parks Alliance – Parks The National Playground 'Growing The Next Generation'

- B5. Nesta – Learning To Rethink Parks
- B6. CABE Space – Paying For Parks (English authorities)
- B7. Nesta – Rethinking Parks – Exploring New Business Models For Parks In The 21st Century
- B8. Environment Services Associate – Public Realm Services – Making The Right Choice

SiteName	Site Address	Site Postcode	Category	Ward	27.08.15
Crofty PG	Chapel Road, Crofty Marsh, Penclawdd				CC
Forge Fach PG	High Street, Clydach, Swansea				CC
Llanmorlais MUGA	Llanmorlais, Gower, Swansea				CC
Llanmorlais Skate	Llanmorlais, Gower, Swansea				CC
Murton PG 1	Murton Green, Murton, Swansea				CC
Bishopston PG	St Teilo's Court, Bishopston, Swansea				CC
Penclawdd Foreshore PG	Sea View, Penclawdd, Swansea				CC
Pennard PG	Park Road, Pennard, Swansea				CC
Pennard Skate	Park Road, Pennard, Swansea				CC
Pontlliw MUGA	Heol Y Parc, Pontlliw, Swansea				CC
Pontlliw Trim Trail	Heol Y Parc, Pontlliw, Swansea				CC
Three Crosses PG	Chapel Road, Three Crosses, Swansea				CC
Ffordd Cynore	Carmarthen Road, Fforestfach, Swansea				Private
The Brickyard	Golwg Y Twr, Pontardulais, Swansea				Private
Ynys Allan PG	Ffordd Scott, Birchgrove, Swansea				Private
Blackpill Lido PG	Opposite Blackpill PO, Blackpill, Swansea	SA3 5AS	NEAP	Mayals	
Blaenymaes / MUGA	Broughton Avenue, Blaen-y-maes, Swansea	SA5 5LW		Penderry	
Blaenymaes PG	Blaen-y-maes Drive, Blaen-y-maes, Swansea	SA5 5NT	LEAP	Penderry	
Blaenymaes Skate	Blaen-y-maes Drive, Blaen-y-maes, Swansea	SA5 5NT		Penderry	
Bonymaen Park PG	Mansel Road, Bonymaen, Swansea	SA1 7AU	LEAP	Bonymaen	
Bracelet Bay PG	Adjacent to Castel Mare, Bracelet Bay,	SA3 4JT	LEAP	Oystermouth	
Brokesby Road PG	Gwyndy Road, Bonymaen, Swansea	SA1 7AJ	LAP	Bonymaen	
Bryn Glas PG	Bryn Glas, Morriston, Swansea	SA6 6BQ	LAP	Llangyfelach	
Bryn Y Don PG	Colbourne Terrace, Swansea	SA1 6FP	LAP	Castle	
Brynmelyn MUGA	Park Terrace, Brynmelyn, Swansea	SA1 2BY	LEAP	Castle	
Brynmelyn PG	Park Terrace, Brynmelyn, Swansea	SA1 2BY	LEAP	Castle	
Brynmill PG	Brynmill Lane, Sketty, Swansea	SA2 0QJ	LEAP	Uplands	
Chapel Street PG	Chapel Street, Gorseinon, Swansea	SA4 4DT	LAP	Gorseinon	
Childrens Corner PG	Glyn Rhosyn, Gorseinon, Swansea	SA4 6HX	LAP	Kingsbridge	
Clase / MUGA	Rheidol Avenue, Clase, Swansea	SA6 7JS		Mynyddbach	
Clase Flats PG	Rheidol Avenue, Clase, Swansea	SA6 7JY	LAP	Mynyddbach	

Clase PG (Adjacent MUGA)	Rheidol Avenue, Clase, Swansea	SA6 7JS		Mynyddbach	
Clyne BMX Pump	Clyne Valley Country Park			Mayals	
Coed Gwilym / MUGA	Pontardawe Road, Clydach, Swansea	SA6 5NY		Clydach	
Coed Gwilym /Trim trail	Pontardawe Road, Clydach, Swansea	SA6 5NY		Clydach	
Coed Gwilym BMX	Pontardawe Road, Clydach, Swansea	SA6 5NY		Clydach	
Coed Gwilym Lower PG	Pontardawe Road, Clydach, Swansea	SA6 5NY	LAP	Clydach	
Coed Gwilym Upper PG	Pontardawe Road, Clydach, Swansea	SA6 5NY	LAP	Clydach	
Coedbach / Trim trail	Gwynfryn Road, Pontardulais, Swansea	SA4 1LG		Pontarddulais	
Coedbach BMX	Gwynfryn Road, Pontardulais, Swansea	SA4 1LG		Pontarddulais	
Coedbach PG	Gwynfryn Road, Pontardulais, Swansea	SA4 1LG	LEAP	Pontarddulais	
Cwm Glas PG	Mansel Road, Bonymaen, Swansea	SA1 7JS	LEAP	Bonymaen	
Cwm Level PG	Cwm Level Road, Cwml Level, Swansea	SA6 8NJ	NEAP	Landore	
Cwmbwrla PG	Mayfield Terrace, Gendros, Swansea	SA5 8AT	LEAP	Cwmbwrla	
Cwmbwrla MUGA	Mayfield Terrace, Gendros, Swansea	SA5 8AT		Cwmbwrla	
Cwmdonkin PG	Park Drive, Uplands, Swansea	SA2 0PP	LEAP	Uplands	
De-La-Beche PG	De la Beche Road, Sketty, Swansea	SA2 9AR	LAP	Sketty	
Denver Road PG	Denver Road, Fforestfach, Swansea	SA5 4DA	LAP	Cockett	
DFS (Nixon Terrace) PG	Nixon Terrace, Morriston, Swansea	SA6 8EJ	LAP	Morriston	
Dunvant Meadow PG	Dunvant Square, Dunvant, Swansea	SA2 7TA	LEAP	Dunvant	
Dunvant Park / MUGA	Goetre Fawr Road, Dunvant, Swansea	SA2 7QJ		Dunvant	
Dunvant Park PG	Goetre Fawr Road, Dunvant, Swansea	SA2 7QJ	LEAP	Dunvant	
Elba PG	Ffordd Beck, Gowerton, Swansea	SA4 3DU	LAP	Gowerton	
Elba / MUGA	Ffordd Beck, Gowerton, Swansea	SA4 3DU		Gowerton	
Elba / Skate	Ffordd Beck, Gowerton, Swansea	SA4 3DU		Gowerton	
Fendrod Lake Fitness Trail	Enterprise Park, Llansamlet, Swansea	SA6 8QW		Llansamlet	
Fox Hole PG	Jerico Road, St Thomas, Swansea	SA1 8DS	LAP	St.Thomas	
Garden Village PG	Myrtle Road, Garden Village, Gorseinon,	SA4 4ES	LAP	Kingsbridge	
Garnswllt PG	Lon y Felyn, Garnswllt, Swansea	SA18 2RG	LAP	Mawr	
Gendros Avenue East MUGA	Gendros Avenue East, Gendros, Swansea	SA5 8DP		Cockett	
Gendros Community Centre PG	Gendros Avenue East, Gendros, Swansea	SA5 8DP	LEAP	Cockett	
Glais 1 PG	Graigola Road, Glais, Swansea	SA7 9EN	LAP	Clydach	
Glais 2 PG	Birchgrove Road, Glais, Swansea	SA7 9EN	LAP	Llansamlet	

Glais MUGA	Birchgrove Road, Glais, Swansea	SA7 9EN		Llansamlet	
Golden Grove PG	High Street, Grovesend, Swansea	SA4 4GT	LAP	Penyrheol	
Gorse Ave / MUGA	Gorse Avenue, Mayhill, Swansea	SA1 6RR		Townhill	
Gorse Ave 1 PG	Gors Avenue, Mayhill, Swansea	SA1 6RR	LAP	Townhill	
Gorse Ave Skate	Gors Avenue, Mayhill, Swansea	SA1 6RR		Townhill	
Gower View PG	Gower View Road, Gorseinon, Swansea	SA4 4YU	LAP	Penyrheol	
Gowerton Park PG	Park Road, Gowerton, Swansea	SA4 3EP	LAP	Gowerton	
Graig / MUGA	Carig Crescent, Mayhill, Swansea	SA1 6TQ		Townhill	
Graig Felen MUGA	Craig Felen School, Clydach	SA6 5DP		Clydach	
Grovesnor Heights PG	Ffordd Aneurin Bevan, Sketty, Swansea	SA2 9GZ	LAP	Sketty	
Hafod Park MUGA	Off Pentremawr Road, Hafod, Swansea	SA1 2LP		Landore	
Hafod PG	Off Pentremawr Road, Hafod, Swansea.	SA1 2LP	LAP	Landore	
Heol Las Park PG	New Road, Birchgrove, Swansea	SA7 9DU	LAP	Llansamlet	
Heol Tir Du MUGA/Goal End	Heol Tir Du, Morriston, Swansea	SA6 6JJ		Morriston	
Heol Tir Du PG	Heol Tir Du, Morriston, Swansea	SA6 6JJ	LAP	Morriston	
Highmead Ave PG	Highmead Avenue, Newton, Swansea	SA3 4TY	LAP	West Cross	
Jersey Park PG	St Illtyds Crescent, St Thomas, Swansea	SA1 8HR	LAP	St.Thomas	
Kingshead Road PG	Kingshead Road, Gendros, Swansea	SA5 8DA	LAP	Cockett	
Llangyfelach PG	Fairview Road, Llangyfelach, Swansea	SA5 7JJ	LAP	Llangyfelach	
Llansamlet Recreation Ground PG	Church Road, Llansamlet, Swansea	SA7 9RL	LAP	Llansamlet	
Llanyrnewydd PG	Llanyrnewydd, Penclawdd, Swansea	SA4 3JN	LAP	Penclawdd	
Llwyn Derw PG	Llwyn Derw, Fforestfach, Swansea	SA5 4AY	LEAP	Cockett	
Maesteg Park / MUGA	St Ledger Crescent, St thomas, Swansea	SA1 8EU		St.Thomas	
Maesteg Park PG	St Ledger Crescent, St thomas, Swansea	SA1 8EU	LAP	St.Thomas	
Maesteg Park Skate	St Ledger Crescent, St thomas, Swansea	SA1 8EU		St.Thomas	
Manselton Park PG	St Johns Road, Manselton, Swansea	SA5 8PP	LAP	Cwmbwrwla	
Montana Park PG	Montana Place, Landore, Swansea	SA1 2QB	LAP	Landore	
Morriston Park BMX 1 Equipped	Vicarage Road, Morriston, Swansea	SA6 6DN		Morriston	
Morriston Park BMX 2 Tarmac	Vicarage Road, Morriston, Swansea	SA6 6DN		Morriston	
Morriston Park Lower PG	Vicarage Road, Morriston, Swansea	SA6 6DN	LAP	Morriston	
Morriston Park Upper PG	Vicarage Road, Morriston, Swansea	SA6 6DN	LEAP	Morriston	
Mynydd Newydd BMX	Heol Gwyrssydd, Penlan, Swansea	SA5 7BS		Penderry	

Mynydd Newydd MUGA	Heol Gwyrossydd, Penlan, Swansea	SA5 7BS		Penderry	
Mynydd Newydd PG	Heol Gwyrossydd, Penlan, Swansea	SA5 7BS	LAP	Penderry	
Mynydd Newydd Skate	Heol Gwyrossydd, Penlan, Swansea	SA5 7BS		Penderry	
Newton Road PG	Newton Road, Clydach, Swansea	SA6 5JH	LAP	Clydach	
Parc Llewellyn MUGA	Trewyddfa Terrace, Morriston, Swansea	SA6 8PB		Landore	
Parc Llewellyn Trim Trail	Trewyddfa Terrace, Morriston, Swansea,	SA6 8PB	LEAP	Landore	
Parc Llewellyn PG	Trewyddfa Terrace, Morriston, Swansea	SA6 8PB	LEAP	Landore	
Parc Williams Skate	Castle Street, Loughor, Swansea	SA4 2TU		Loughor Lower	
Parc Williams MUGA	Castle Street, Loughor, Swansea	SA4 2TU		Loughor Lower	
Parc Williams PG	Castle Street, Loughor, Swansea	SA4 2TU	LEAP	Loughor Lower	
Parc Y Heulig PG	Parc-y-Helig Road, Birchgrove, Swansea	SA7 9PN	LAP	Llansamlet	
Parc Y Werin PG	Princess Street, Gorseinon, Swansea	SA4 4US	LAP	Gorseinon	
Parrys Park PG	Heather Crescent, Sketty Park, Swansea	SA2 8HE	LAP	Sketty	
Penlan North Community Centre PG	Heol Penar, Penlan, Swansea	SA5 9AL	LAP	Penderry	
Penllargaer PG	Gorse Road, Penllargaer, Swansea	SA4 1BA	LAP	Penllergaer	
Pentrechwyth Skate	Dartford Road, Bonymaen, Swansea	SA1 7DU		Bonymaen	
Pentrehafod Addizone	Pentremawr Road, Hafod, Swansea	SA1 2LP		Landore	
Pheonix Centre PG	Powys Avenue, Townhill, Swansea	SA1 6PH	LEAP	Townhill	
Pontlliw PG	Heol Y Park, Pontlliw, Swansea	SA4 9EZ	LAP	Llangyfelach	
Port Tennant PG	Rear of Hoo Street, Port Tennant, Swansea	SA1 8NY	LAP	St.Thomas	
Primrose Park PG	91 Bethel Road, Llansamlet, Swansea	SA7 9QL	LAP	Llansamlet	
Promenade BMX	Promenade, Mumbles Road, Swansea	SA3 5AU		Sketty	
Promenade Fitness Trail	Promenade, Mumbles Road, Swansea	SA2 8PY		Sketty	
Promenade Fitness Trail 2 (St Helens)	Promenade, Mumbles Road, Swansea	SA2 8PY		Uplands	
Ravenhill Park / MUGA	Ravenhill Road, Gendros, Swansea	SA5 5AN		Cockett	
Ravenhill Park PG	Ravenhill Road, Gendros, Swansea	SA5 5AN	LAP	Cockett	
Recorder Street PG	Recorder Street, Swansea	SA1 3RX	LAP	Castle	
Rees Row PG	Davis Street, Plasmarl, Swansea	SA6 8LF	LAP	Landore	
Rhydypanyd PG	Rhydypanyd Road, Pantlasau, Morriston,	SA6 6NX	LAP	Mawr	
Singleton Park (Boating Lake) PG	Boating Lake, Singleton Park, Swansea	SA2 8PY	LEAP	Sketty	
Sketty Park Community Centre PG	Heather Crescent, Sketty Park, Swansea	SA2 8HE	LAP	Sketty	
Southend PG	Promenade Terrace, Mumbles, Swansea	SA3 4DS	LEAP	Oystermouth	

Swansea Point	Trawler Road, Maritime Quarter, Swansea	SA1 1FY	LAP	Castle	
The Beach PG	Trafalgar Arch, Oystermouth Road, Swansea	SA1 3UH	LEAP	Castle	
Tircoed PG	Y Cyswllt, Tircoed Village, Penllergaer,	SA4 9NY	LAP	Llangyfelach	
Trallwn PG	Bethel Road, Llansamlet, Swansea	SA7 9QP	LAP	Llansamlet	
Travellers Site PG, Morganite	Pant-y-blawd Road, Rear of ASDA, Morriston, Swansea		LEAP	Llansamlet	
Tregof Village PG	Maes Y Deri, Tregof Village, Swansea Vale, Swansea	SA7 0NE	LEAP	Llansamlet	
Underhill Park PG	Newton Road, Mumbles, Swansea	SA3 4SW	LAP	Oystermouth	
Victoria Park MUGA	Gors lane, St Helens, Swansea	SA1 4PQ		Uplands	
Victoria Park PG	Gors lane, St Helens, Swansea	SA1 4PQ	LEAP	Uplands	
Victoria Park Skate	Gors lane, St Helens, Swansea	SA1 4PQ		Uplands	
Waunarlywydd PG	Victoria Road, Waunarlywydd, Swansea	SA5 4SY	LAP	Cockett	
Westcross / Norton Trim Trail	Westcross / Norton Promenade		LAP	Westcross	
West Cross / Skate	LLwynderw Drive, Westcross, Swansea	SA3 5AP		Mayals	
West Cross Woodlands PG	Rear of 1 Sweet Briar Lane, Westcross,	SA3 5JJ	LAP	West Cross	
Woodcote PG	Woodcote, Killay, Swansea	SA2 7AZ	LAP	Killay South	
Yalton PG	Yalton, Westcross, Swansea	SA3 5NY	LAP	West Cross	
Ynsnewydd PG	Ynsnewydd Road, Sketty, Swansea	SA2 8DU	LAP	Sketty	
Ynstawe / MUGA	Park Road, Clydach, Swansea	SA6 5LT		Morriston	
Ynstawe / Skate	Park Road, Clydach, Swansea	SA6 5LT		Morriston	
Ynstawe PG	Park Road, Clydach, Swansea	SA6 5LT	LEAP	Morriston	

Parks & Cleansing Commissioning Review

Summary of Stage 4 Option Appraisal

Stage 4 Process

This stage of the Review followed the Commissioning Process by examining the following:-

What Needs to Be Done

- Review and assess different options for delivering the outcomes, including service design, innovation as well as service provider

Questions Asked

- How can the service generate more income and more savings
- How can the service allow flexibility for changing budgets
- How can the service facilitate innovation for optimisation of service
- How can the service provide biodiversity and protect natural heritage
- How can the service support the needs of the customer
- Which alternative models can deliver with the timeframe and be acceptable from a reputational point of view

How achieved

- Service areas under review and interested services worked together on the questions
- Input from commissioning support team on the performance and funding questions
- Research carried out into various options that have worked well elsewhere. Details of these findings are kept in the two Lever-Arch Files which are kept at Home Farm Depot
- Stage 4 workshop held on the 20th October, group response
- Product written up and fed into the next stage
- Specialist Parks was split into sub clusters for the scoring matrix due to the suitability of working in partnership for the running of the Botanical Gardens.
- Cluster 3a refers to Botanical Gardens and 3b Clyne Gardens and Floral Decoration Service

Scoring Results at 20th January Parks & Cleansing

CLUSTER 1: Grounds Maintenance

Table	Transf. In-House	Outsourced	Partnership
Group Response	79	60	72
Position	1	3	2

CLUSTER 2: Cleansing

Table	Transf. In-House	Outsourced	Partnership
Group Response	77	57	68
Position	1	3	2

CLUSTER 3a: Botanical Gardens

Table	Transf. In-House	Outsourced	Partnership	Community Action
Group Response	61	50	63	44
Position	2	3	1	4

CLUSTER 3b: Specialist Parks

Table	Transf. In-House	Outsourced	Partnership
Group Response	71	57	66
Position	1	3	2

CLUSTER 4: Tree Services

Table	Transf. In-House	Outsourced	Joint Venture
Group Response	74	52	56
Position	1	3	2

Grounds Maintenance Comparison of Pay

Company / Authority	Job Designation	Rate of Pay
Contractor 1	Maintenance Operative	£16,000
Contractor 2	Grounds Maintenance Operative	£15,744 - £21,301
Contractor 3	Maintenance Gardener	£18,000
Council 1	Gardener	£17,333 - £19,317
City & County of Swansea	Grounds Maintenance Operative	£17,547 - £19,238

NB

From the above table of a sample of rates of pay it is clearly evident that the City & County of Swansea remuneration for grounds maintenance operatives is in line with other organisations, both private and local government

Tree Services Comparison of Pay - Arborist

Company / Authority	Job Designation	Rate of Pay
Contractor 1	Arborist	£17,729 - £24,063
Contractor 2	Arborist Climber	£25,563
Contractor 3	Arborist / Tree Climber	£23,151 - £28,939
Council 1	Arborist	£20,400 - £21,734
City & County of Swansea	Arborist	£19,939 - £22,434

NB

From the above table of a sample of rates of pay it is clearly evident that the City & County of Swansea remuneration for Arborists is competitive with similar designated posts in the private industry

Tree Services Comparison of Pay – Supervisor / Team Leader

Company / Authority	Job Designation	Rate of Pay
Contractor	Team Leader	£30,000
City & County of Swansea	Arborist - Supervisor	££23,166 - £26,556

NB

From the above table of a sample of rates of pay it is clearly evident that the City & County of Swansea remuneration for Arborist – Supervisor is competitive with similar designated post within the private industry

Bin Strategy – Preliminary Notes

Introduction

The Parks and Cleansing Commissioning Review identified a need to consider how litter bins are provided and serviced (emptying and disposing of the waste) throughout the City & County of Swansea given that available resources are being reduced as part of the proposed savings. Whilst it is difficult to quantify the extent of savings that would be achieved (in terms of Full Time Equivalents), clearly there are a number of proposals which could reduce the burden to mitigate the reduction in resource or best use the resource we retain in other areas.

The Environmental Protection Act 1990 and associated legislation places a duty on Local Authorities to ensure that their land (or land for which they are responsible) is, so far as is practicable, kept clear of litter and refuse. Litter bins can assist in helping achieve this overarching duty, or conversely have an adverse effect on litter through creating an expectation that waste generated outside can be left outside and not taken home..

Current Position

It is estimated that the total number of litter bins located on the adopted Highway network and within Parks is currently around 1450 (627 within Parks). So far as those located on the adopted Highway are concerned, the bins were originally sited on the basis of perceived need at the time, local knowledge etc. Many litter bins are concentrated in areas of high footfall (such as shopping areas) and near to schools, colleges and the like. Litter bins within the main urban areas including the City Centre are normally serviced on daily basis. This also includes weekends. Litter bins outside the main urban/shopping areas are generally emptied on a weekly basis or more regularly as required and can be dependent on seasonal variations. For example, litter bins at the far end of Gower (including Rhossili, Port Eynon, Horton etc.) are serviced daily throughout the summer/holiday period.

Proposals for consideration

- *Presumption that an existing litter bin will be removed where evidence of misuse.*

Misuse of litter bins is often from being used to dispose of household and commercial waste in the form of black bags, carrier bags etc. being rammed into the bin itself and/or bags being left in the vicinity of the bin. This in the knowledge that the bin will be emptied and therefore the additional waste will be removed. Once a bin is regularly misused it ceases to be used as intended (i.e. for litter) and in some instances the misuse can be a daily occurrence. In the absence of local intelligence to target offenders, removal of the bin is the most viable option. The continual emptying of a misused bin is not sustainable. Relocating the bin in the local area where warranted could be considered as an alternative option;

- *Remove litter bin where complaints received from the public/local ward members.*

This relates to bin misuse as above. Any request to remove any litter bin via complaints received from the public or local ward member would require careful consideration. Requests due to misuse etc. would be considered taking account of specific service requests (Flare) previously received over a given period, together with Operatives/ Supervisor knowledge etc.

- *Remove litter bins where evidence of vandalism/antisocial behaviour*

This has been standard practice for some time although there is a tendency for it to be more problematic with dog fouling bins rather than litter bins. Renewal of litter bins where there has been a history of vandalism and antisocial behaviour has often been counterproductive with replacement bins falling to the same fate. Continual monitoring is not possible and, in the absence of local intelligence, prosecution of offenders for criminal damage is highly unlikely. Future cases should be assessed on their individual merits with PCSO input where appropriate.

- *Remove litter bins in outlying areas/laybys etc.*

Consideration should be given to removing bins in isolated/outlying areas where use is limited, including laybys. Some laybys are currently provided with bins some are not. There is an argument to say that the removal of bins from laybys can reduce the overall amount of litter on the highway as laybys with bins often have more litter than those without bins. In the absence of shops etc., these bins are often used by people to empty their vehicles or for general litter that responsible persons would otherwise find an alternative method for disposal (e.g. take litter home). Increased targeting by Enforcement (3GS) could be used in laybys where there is evidence that litter is being dropped. Litter bins in laybys also tend to encourage flytipping adjacent to the bins for the reasons as mentioned above. Consideration should be given to piloting some areas to see what effect the removal of bins would have.

- *Retain bins in key sensitive areas.*

Areas of high footfall including the City Centre and other shopping areas should retain a certain number of bins for litter disposal. Whilst there may be the opportunity to rationalise bins in some of these areas, there is and should be an expectation that the public can access litter bins in such areas. Similarly, bins should be retained in other sensitive areas outside schools, colleges and takeaways. In some circumstances there may be a justification to *increase* the number of bins in such areas.

- *Retain bins where installed and funded by Councillors/Community Councils etc.*

Local ward members often enquire about the provision of additional litter bins by using their Community Budget. Any bins that are approved for a minimum period of 3 years should clearly be retained for the agreed period. Once the funding period has elapsed further funding by the Councillor should be sought. If funding is not renewed then the likelihood is that the bin would be removed. Requests for additional bins should be assessed on a genuine need taking account the proposed bin strategy.

- *Feasibility of Smart bins (solar, Belly bins etc.)*

There is a possibility to consider the use of so-called 'smart bins' in areas of high demand or outlying areas. Many run on solar power and work by compacting waste. This has the advantage that they can retain more waste before emptying is required. Using technology the bins also have the ability to 'alert' operatives when full thus reducing the frequency that the bins are emptied and also ensuring resources are targeted when required. High initial outlay costs could be offset by savings in the long-term and potential for sponsorship.

- *Continual review*

Our litter bins infrastructure would be continually reviewed to assess the impact of any changes, and the need for removal or introduction of bins in line with the proposed strategy.

Joint Report of the Cabinet Members for Finance & Strategy and Transformation & Performance

Cabinet – 15 December 2016

QUARTER 2 2016/17 PERFORMANCE MONITORING REPORT

Purpose:	To report Corporate and Service Performance for Quarter 2 2016/17
Policy Framework:	<i>Delivering for Swansea Corporate Plan 2016/17 Sustainable Swansea – Fit for the Future</i>
Reason for Decision:	To receive and review the performance results for Quarter 2 2016/17
Consultation:	Legal, Finance, Access to Services.
Recommendation(s):	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
Report Author:	Richard Rowlands
Finance Officer:	Carl Billingsley
Legal Officer:	Debbie Smith
Access to Services Officer:	Sherill Hopkins

1.0 Introduction

- 1.1 This report presents the performance results for the second quarter of 2016/17 delivering the Council's key priorities and objectives described in the Corporate Plan and *Sustainable Swansea – Fit for the Future*.
- 1.2 The outturn presented in the performance tables (Appendix A) incorporates an overview of performance including Policy Commitments and needs to be considered alongside the current financial situation of the Council.
- 1.3 The financial resources required to achieve the specified performance levels in 2016/17 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 Background

2.1 Taken together, the key corporate plans are:

- *Delivering for Swansea – Corporate Plan 2016/17*
- *Sustainable Swansea – Fit for the Future*

2.2 The Council's priorities and objectives contained within these two plans are represented below in fig 1.

OUR VISION IS FOR

A safer, greener, smarter, fairer, healthier, richer Swansea

OUR PRIORITIES AND OBJECTIVES

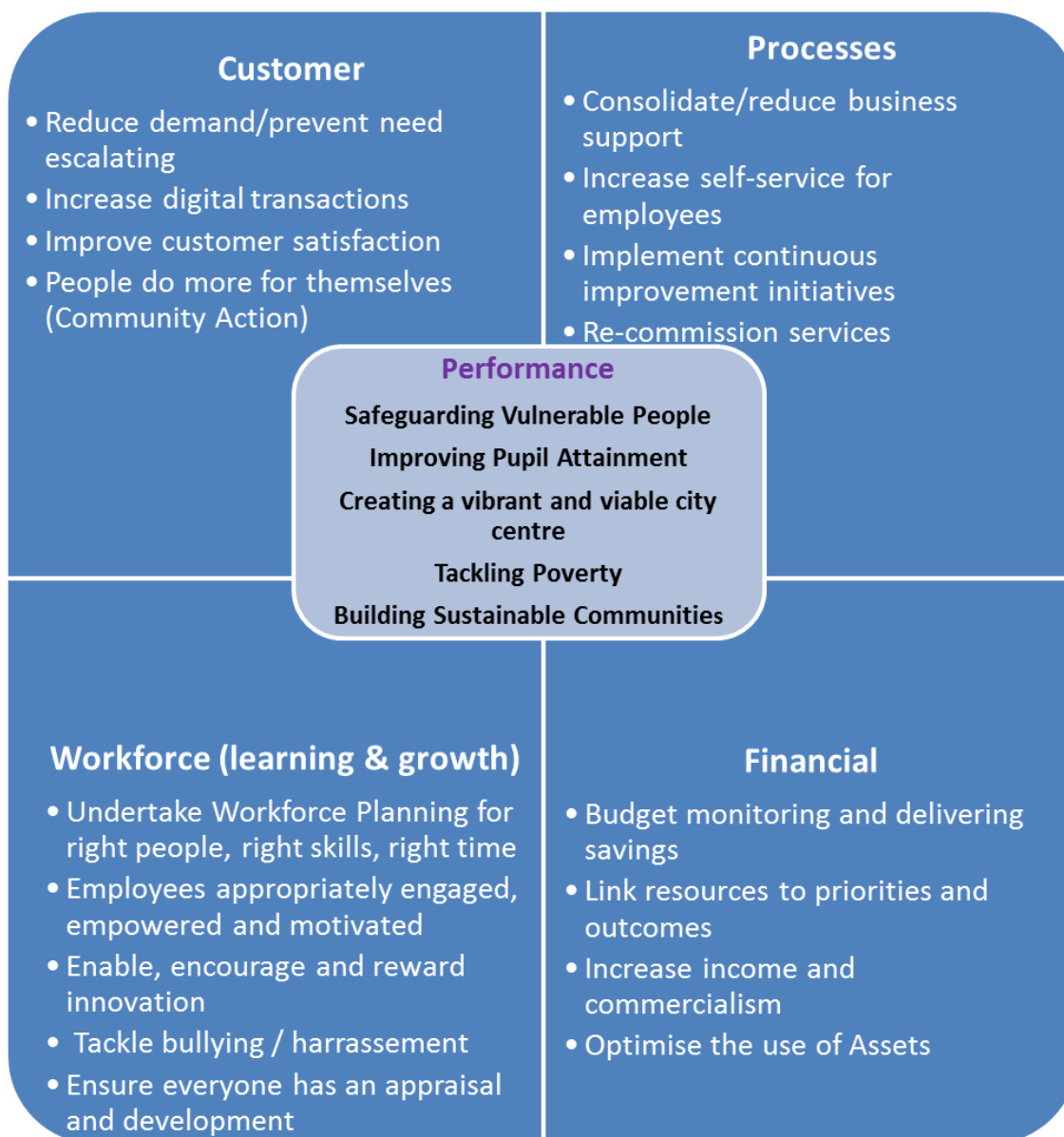


Fig 1 – The Whole-Council Strategy: the Corporate Plan and Sustainable Swansea.

3.0 Aim of the Quarterly Performance Monitoring Report

3.1 The Quarterly Performance Monitoring Report attached at Appendix A reports performance for the quarter meeting the key priorities and objectives described in Fig 1 and their related outcomes using the prescribed performance indicators.

4.0 Performance and Improvement

4.1 Performance is judged using the results measured by Corporate Plan and Corporate Scorecard performance indicators compared to agreed targets. Improvement is measured by comparing the results of Corporate Plan performance indicators against the results from the same period last year. Improvement measured by the Corporate Scorecard performance indicators is judged against the previous quarter since there is little meaningful comparative data available for 2015/16.

5.0 Outturn

5.1 The Corporate Plan performance indicators measure progress meeting the following key priorities set out in fig 1:

- i) Safeguarding Vulnerable People.
- ii) Improving Pupil Attainment.
- iii) A Vibrant and Viable City & Economy.
- iv) Tackling Poverty.
- v) Building Sustainable Swansea.

- a) 36 out of 44 (81.8%) Corporate Plan performance indicators (that had targets) set met their targets.
- b) 23 out of 31 (74.2%) comparable Corporate Plan performance indicators also showed improvement compared to Quarter 2 last year.

5.1.1 The performance tables in Appendix A also set out an overview of performance, including the prioritised policy commitments, for each Corporate Plan priority provided by Directors and Heads of Service who are the responsible leads.

5.2 The Corporate Scorecard Performance Indicators measure progress against key objectives of *Sustainable Swansea – Fit for the future* using the following perspectives set out in fig 1:

- i) Customer.
- ii) Finance.
- iii) Processes.
- iv) Workforce.

- a) 8 out of 16 (50%) Corporate Scorecard (Sustainable Swansea) indicators (that had targets set) met their targets.

- b) 5 out of 16 (31.3%) comparable Corporate Scorecard (Sustainable Swansea) indicators also showed improvement compared to Quarter 1 this year.

6.0 Context

- 6.1 When making comparisons between quarters in previous years and 2016/17, the following should be considered:
 - 6.1.1 The nature and number of some performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.
 - 6.1.2 Many of the performance measures are new and definitions may need further refinement.
 - 6.1.3 Many targets for new performance indicators are either still being baselined or will need to be agreed; these are noted within the report.
 - 6.1.4 Some data will be enhanced and improved to be more robust as data collection methods are developed and / or refined by services over the coming quarters.
 - 6.1.5 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).
 - 6.1.6 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.
 - 6.1.7 A proper comparison with national performance data will not be possible until the 2016/17 national performance results are published later in 2017.

7.0 Equality & Engagement Implications

- 7.1 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.

8.0 Financial Implications

- 8.1 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*.

9.0 Legal Implications

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

Background Papers: None.

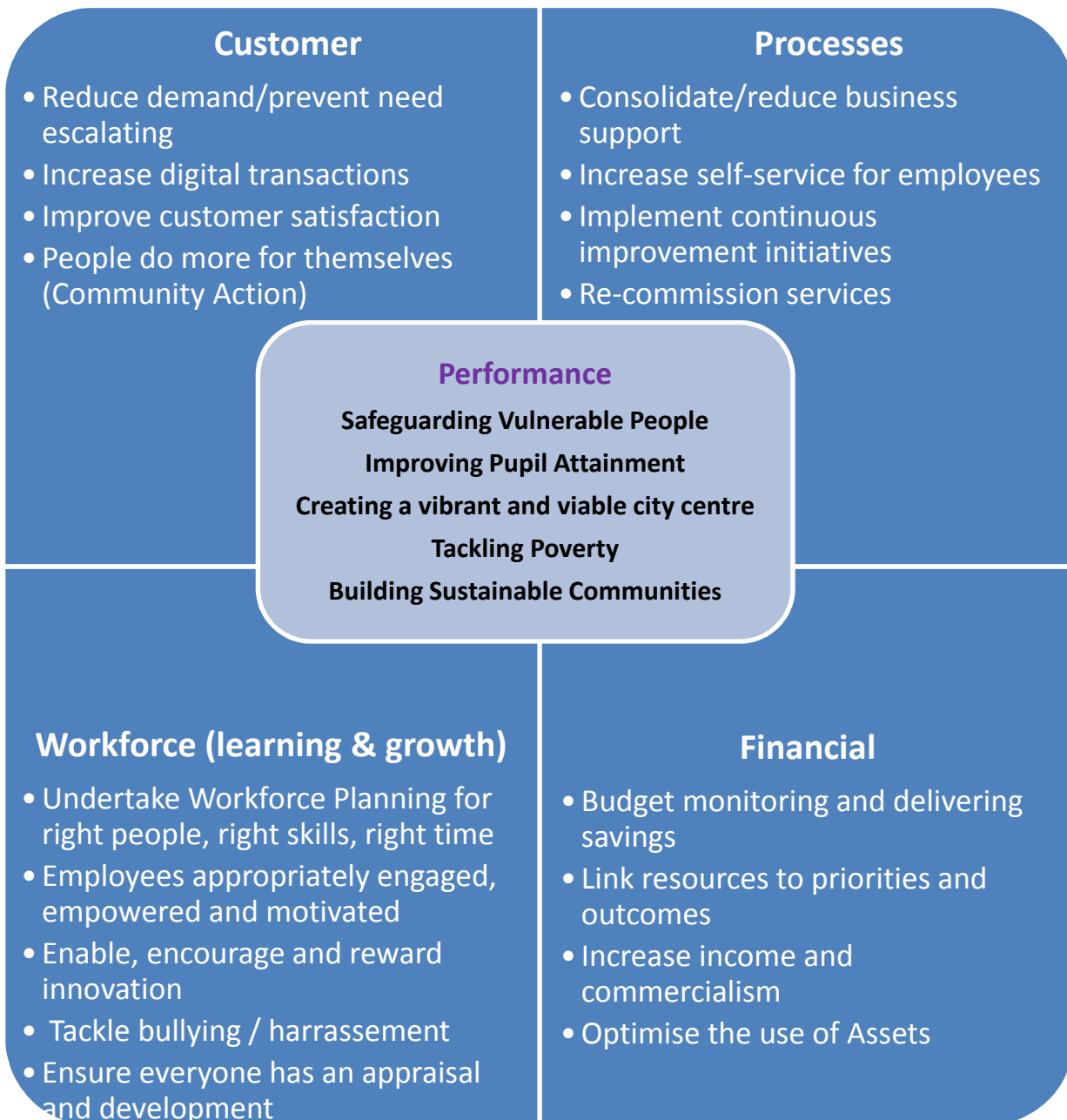
Appendices: Appendix A – Strategic Performance Monitoring Report Quarter 2 2016/17.

OUR CORPORATE STRATEGY ON A PAGE

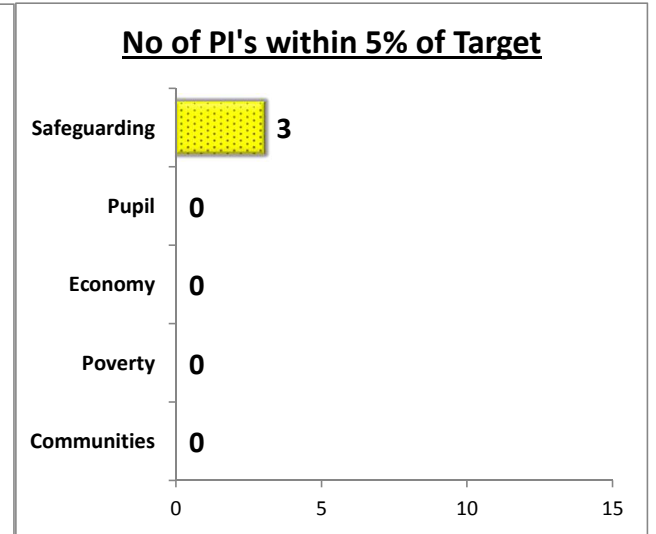
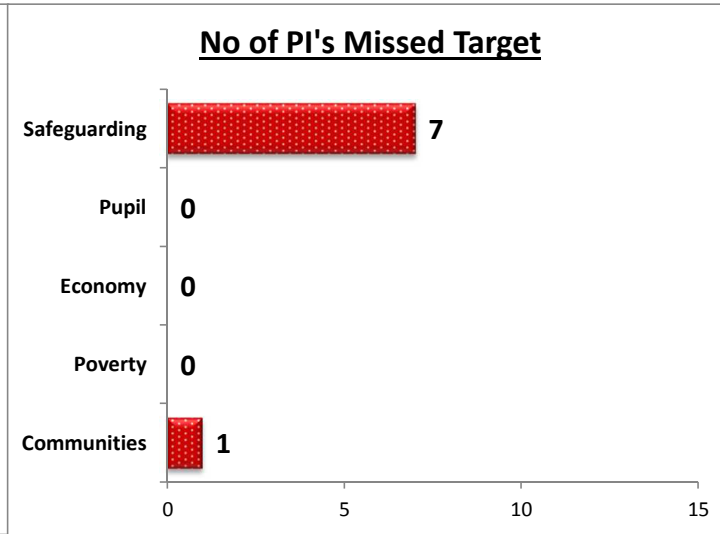
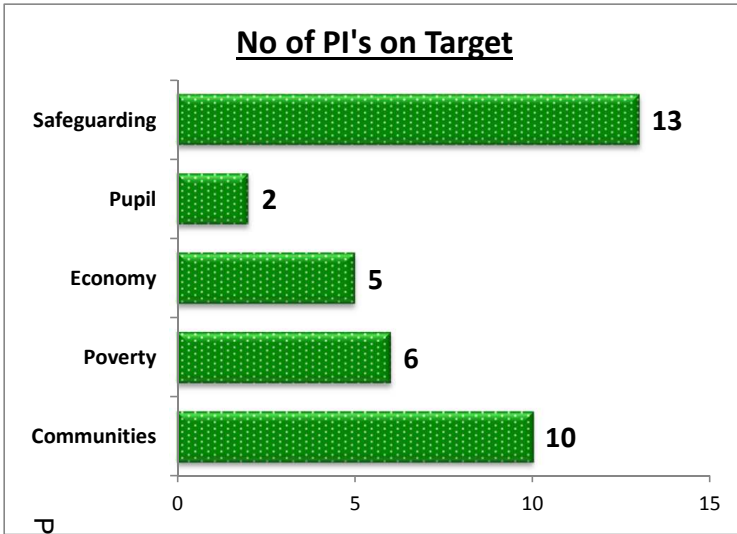
OUR VISION IS FOR

A safer, greener, smarter, fairer, healthier, richer Swansea

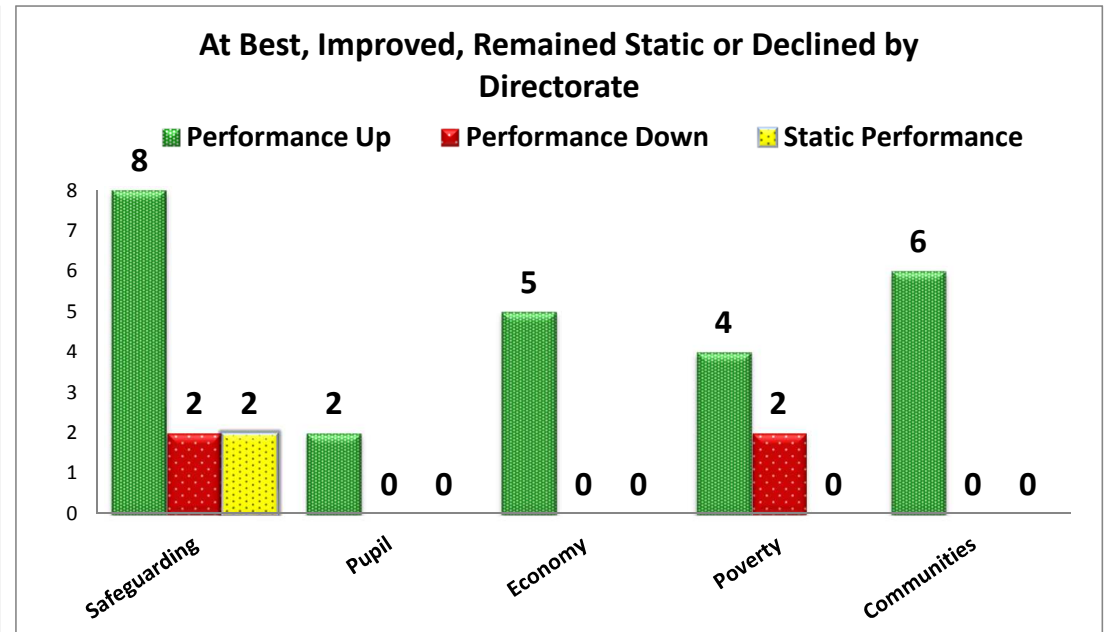
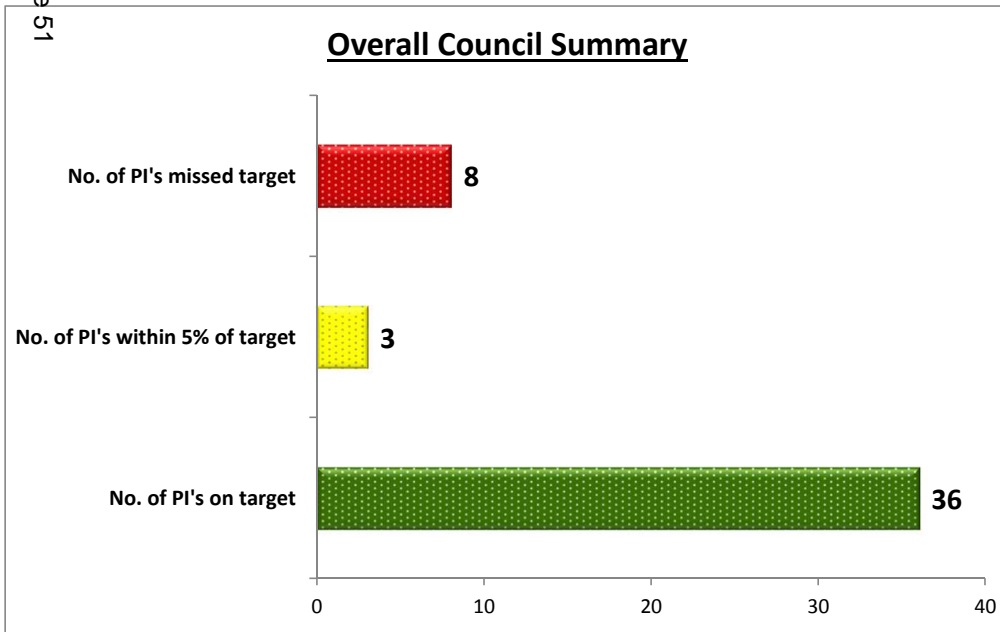
OUR PRIORITIES AND OBJECTIVES



Performance Report - Quarter 2 2016-17



Page 51



Performance Report - 2016-17

Quarter 2

Met Target
Green

Within 5% of
Target
Amber

Missed Target
Red



Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
Priority 1 : Safeguarding Vulnerable People										
Page 8 Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation	Measure 18 ↑	GREEN					The number of adult protection enquiries completed in the year that were completed within 7 working days		Alex Williams	John Grenfell
	The percentage of adult protection enquiries completed within 7 days	95.15%	95%	-	New PI, no historical data	294	N/A			
						Total number of adult protection enquiries completed in the year.				
						309	N/A			
	AS8 ↑	RED					The number of adult protection enquiries completed in the quarter that were completed within 24 hours			
	Percentage of adult protection referrals to Adult Services where decision is taken within 24 hours	69.58%	80%	-	New PI, no historical data	215	N/A	Work has been done with the Designated Lead Managers and there has been a substantial improvement in performance during Q2. However, the target has not been met and further reinforcement of the need for prompt action within 24 hours will be delivered.		
						Total number of adult protection enquiries completed in the quarter				
						309	N/A			
AS7 ↓	RED					The number of individuals for whom adult protection referrals were completed during the period where their normal place of residence is a residential / nursing care home and who were the subject of previous safeguarding referrals		Performance worsened in Q2 however work is still ongoing within the relevant database to ensure the correct data is being reported. In the temporary absence of a key system administrator, we can only report on the outcome of assessments, which is likely to over-estimate the proportion previously referred. Once a clear and reliable method is established, the quarterly target will be revised appropriately.		
The percentage of safeguarding referrals relating to people in residential / nursing care homes where the individual had been the subject of a previous safeguarding referral	37.70%	20%	-	New PI, no historical data	23	N/A				
					The total number of individuals for whom adult protection referrals were completed during the period where their normal place of residence is a residential / nursing care home					
						61	N/A			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer	
						Q2 16-17	Q2 15-16				
Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation	AS5 ↓ The percentage of individuals for whom an adult protection referral has been completed where the subject has an active care and support plan at the end of period	GREEN	85%	-	New PI, no historical data	Of the individuals for whom adult protection referrals were completed during the period, the number of individuals with an active care and support plan at the end of the period	246	N/A	The Social Services and Well-Being Act modifies the way that we work with individuals on an ongoing basis including where there have been safeguarding concerns. Once safeguarded, ideally we would only want to actively support people from social services where there is a care and support need that requires it. Q1 performance set the baseline and the 85% continues to be a 'stretching' target.	Alex Williams	John Grenfell
		79.61%				The number of individuals for whom adult protection referrals were completed during the period	309	N/A			
	AS6 ↓ Number of adult clients receiving residential / nursing care where the service provider is subject to escalating concerns protocol	GREEN	0	-	New PI, no historical data	Number of adult clients receiving residential / nursing care where the service provider is subject to escalating concerns protocol	0	N/A	There were no homes under the escalating concerns protocol in September 2016, which is a positive reflection on our ability to support the care home sector to make improvements where there are concerns.		
		0					1	N/A			
	CFS17 ↓ The number of safeguarding referrals received in the period.	AMBER	600	465	↘	The number of safeguarding referrals received in the period.	625	465	Changes due to the Social Services and Wellbeing Act have meant that we are experiencing more input at our front door. This was not unexpected but we will continue to monitor as we fully implement the new ways of working required by the Act.	Julie Thomas	Owen Davies
		625					1	1			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer	
						Q2 16-17	Q2 15-16				
Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation	CFS14 ↑ The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral	GREEN				The number of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral	404	312		Julie Thomas	Owen Davies
	100%	100%	100%	↔	The number of referrals for care and support received by Child and Family Services in the period.	404	312				
	CFS16 ↑ The percentage of initial core group meetings held within 10 working days of the initial child protection conference	GREEN				The number of initial core group meetings held within 10 working days of the initial child protection conference	67	85	Our core group performance is now relatively stable. The ability to hold Core Groups is still sometimes compromised by the inability for key professionals or the parents and family to attend the meeting within the prescribed timescales. Wherever possible we will schedule these meetings within the 10 days, but very occasionally these dates will need to be changed.		
	95.71%	92%	97.70%	↓	The number of initial child protection conferences held in the period where the outcome was registration.	70	87				
CFS11 ↓ Number of children on the Child Protection Register at 31st March	GREEN					Number of children on the Local Authority's Child Protection Register at the end of the period (excluding temporary registrations)	212	226			
212	220	226	↗	D	1	1					
CFS12 ↓ The rate per 1,000 (0-17 population) of children placed on the Child Protection Register.	AMBER					Number of children on the Local Authority's Child Protection Register at the end of the period (excluding temporary registrations)	212	226	The number on the Child Protection Register is within our normal range. Stretch target to achieve top quartile performance may need revision.		
4.51	4.5	4.81	↗	Population (0-17 years)	47,026	47,030					

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation Page 55	Measure 28 ↓ The average length of time for all children who were on the Child Protection Register during the year	GREEN 248 days	280 days	-	New PI, no historical data	The sum of the lengths of time (in days) each child had been on the CPR if they were removed from the CPR in the period.		The average number of days is commensurate with children being removed (on average) at the second review at nine months. There will be some fluctuation in the data.	Julie Thomas	Owen Davies
						21,091	N/A			
	The number of children who were removed from the CPR in the period									
	85	N/A								
	Measure 27 ↓ Percentage of re-registrations of children on the Local Authority Child Protection Register, within 12 months of the previous registration	GREEN 16.04%	18%	16.81%	↗	Number of re-registrations of children on the CPR during the year within 12 months from the end of the previous registration.				
						34	38			
Total number of registrations on CPR during the year.										
212	226									
CFS15 ↓ Percentage of children becoming looked after who were previously looked after within 12 months of the new episode.	GREEN 11.36%	15%	-	New PI, no historical data	Number of children becoming Looked After in the period, who were looked after within 12 months of the new episode					
					5	N/A				
Number of children becoming Looked After in the period.										
44	N/A									

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation	CFS13a ↓ Looked after children who are reported missing a) No. of instances of children looked after reported missing in the period.	AMBER 166	160	-	New PI, no historical data	No of instances of children looked after reported missing in the period. 166	N/A	The number of instances of a young person going missing or being absent without authority is subject to fluctuation and dependent on the determination of the individuals to become missing. We continue to provide our young LAC with education on the risks and dangers involved in becoming classified as missing or absent without authority.	Julie Thomas	Owen Davies
	CFS13b ↓ Looked after children who are reported missing b) No. of looked after children reported missing who are missing for longer than 24hrs in the period.	- -	-	-	New PI, no historical data	No of looked after children reported missing who are missing for longer than 24hrs in the period. N/A	N/A			
Improved awareness amongst Council employees and elected Members of the Corporate Safeguarding Policy and arrangements	SAFE5a ↑ Number of training elements completed by new or existing staff in safeguarding vulnerable people (in both Child & Family and Adult Safeguarding) • E-learning	GREEN 6418	6250	3263	↗	Number of training elements completed by new or existing staff in safeguarding vulnerable people (in both Child & Family and Adult Safeguarding) • E-learning 6,418	3,263	The targets and overall completion numbers regarding Corporate Safeguarding e-learning have been revisited and realigned to include additional staff from Social Services and Education who are now expected to complete this course. This explains the increase of the denominator and the re-calculated targets. The intention expressed at the Safeguarding Group Board Meeting on 29/09/16 will be to report the overall level of appropriate safeguarding training via a new performance measure, following an assessment of what type of safeguarding training is appropriate for different staff groups	Steve Rees	Khan Prince
	SAFE5b ↑ Percentage of training elements completed by new or existing staff in safeguarding vulnerable people (in both Child & Family and Adult Safeguarding) • E-learning	GREEN 76.9%	75%	58.3%	↗	Number of training elements completed by new or existing staff in safeguarding vulnerable people (both Child & Family and Adult Safeguarding) via E-learning 6,418	3,263			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
Improved awareness amongst Council employees and elected Members of the Corporate Safeguarding Policy and arrangements	SAFE6a ↑ Number of new or existing staff who have received training in safeguarding vulnerable people • Face 2 face	GREEN 2174	2167		↗	Number of new or existing staff who have received training in safeguarding vulnerable people • Face 2 face 2,174	251		Steve Rees	Khan Prince
						D	1	1		
	SAFE6b ↑ Percentage of new or existing staff who have received training in safeguarding vulnerable people • Face 2 face	GREEN 83.6%	83.33%		↗	Number of new or existing staff who have received training in safeguarding vulnerable people • Face 2 face 2,174	251			
						Total number of people identified as new or existing staff who will be receiving training in safeguarding vulnerable people • Face 2 face 2,600	2,600			
	SAFE7a ↑ Number of Designated Safeguarding Leads who have received training in safeguarding vulnerable people	RED 5	17	5	↔	Number of Designated Safeguarding Leads who have received training in safeguarding vulnerable people 5	5	Additional Safeguarding Leads training is being scheduled for the remaining Safeguarding Leads.		
						D	1	1		
	SAFE8a ↑ Number of Elected Members who have received training in safeguarding vulnerable people	RED 46	72	26	↗	Number of Elected Members who have received training in safeguarding vulnerable people 46	26	Safeguarding training was made mandatory for Members at 28th January Full Council Meeting. Members continue to have access to the e-learning training which will satisfy their training requirement. Two additional face to face safeguarding sessions have been scheduled for 7th and 11th November.		
						D	1	1		

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			

Policy Commitments relating to Safeguarding

- 62. Ensure a new emphasis in Social Services on prevention and early intervention
- 63. Investigate the creation of a Social Impact Bond to help reform Children’s Social Services
- 64. Relocate social services to work directly in the communities they serve and co-locate them with other services
- 65. Better integrate systems, ensuring fare more effective links between adult and children’s services
- 68. Invest in our staff at all levels in Social Services

Lead Head of Service's Overview

Safeguarding performance in the key areas of child and adult protection practice remains strong. The Social Services and Well Being Act has required some further development of performance reporting systems and this development work is causing some anomalies in the return. These continue to be worked through. The Corporate Safeguarding group with representation from across the Council and jointly led by the Cabinet Member for Safeguarding and Chief Social Services Officer continues to promote the uptake of safeguarding training and the delivery of safeguarding as everyone’s business.

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			

Priority 2 : Improving Pupil Attainment

Improved primary and secondary school attendance rates	EDU016a ↑	GREEN				The total number of sessions not missed (attended) by all pupils in primary schools		Lindsay Harvey	Sarah Hughes
	Percentage of pupil attendance in primary schools	94.56%	94.0%	94.43%	↗	1,948,359	1,857,573		
						Number of sessions possible for all primary school pupils			
						2,060,551	1,967,083		
	EDU016b ↑	GREEN				The total number of sessions not missed (attended) by all pupils in secondary schools			
	Percentage of pupil attendance in secondary schools	94.55%	93.0%	94.28%	↗	772,089	652,470		
						Number of sessions possible for all secondary school pupils			
						816,592	692,088		

Policy Commitments relating to Attainment

14. Raise educational standards and the performance of all schools and pupils in Swansea
15. Implement a programme of sharing best practice between teachers and schools
16. Explore ways of improving pupil engagement and attendance
17. Introduce an ambitious, rigorous and supportive school performance framework
12. Adopt a new dynamic relationship with the schools, further education colleges, Swansea's two universities and employers
13. Develop a 10 year City of Learning strategic plan
18. Promote community focused school & family learning
19. Encourage greater collaboration between schools
20. Re-balance school funding to focus on need
21. Ensure 85% of funding is delegated directly to schools
23. Explore setting up a Skills campus and apprentice scheme

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
Lead Head of Service's Overview										
<p>14 - Challenge advisers monitor school performance in accordance with local, regional and national frameworks. Tailored support packages are provided to schools following categorisation. No Swansea school is in Estyn category (eg "in need of significant improvement" or in "special measures").</p> <p>15,19 - Sharing best practice through school-to-school support continues to develop. School-to-school working continues to be promoted within Swansea and Swansea schools continue to play an active role in supporting schools in other local authorities.</p> <p>16 - Pupil engagement through meetings of the Pupil Voice Forum is developing. Schools are targeting resources to improve attendance. A local authority-led Incentivising Attendance Programme has been established. Pupil Voice has played a pivotal role in developing the Incentivising Attendance Programme.</p> <p>17 - In partnership with ERW and the Hub arrangement with Neath Port Talbot Council, we have introduced a rigorous training programme for challenge advisers to ensure consistency across our schools. This forms part of the National Model for School Improvement.</p> <p>12, 13 - The Council is working closely with Swansea University and other partner organisations to develop the Learning City. The City Deal provides an opportunity to significantly enhance this work further.</p> <p>23 - Welsh Government-funded work-based learning is now with Gower College. External providers continue to deliver post-16 learning and training. The City and County of Swansea's "Beyond Bricks and Mortar" and apprenticeship programme provide opportunities across the local authority.</p> <p>18 - Loss of grant has resulted in a reduced central Family Learning Service. Some schools fund provision themselves.</p> <p>20, 21 - Delegated funding stood at 84.8% in 2016-2017. It has been agreed to delegate more funding to schools to support learners with social, emotional and behavioural difficulties in mainstream settings. The Schools Budget Forum and the Education Strategy Group are working on a model of education for the future.</p>										

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
Priority 3 : Creating a vibrant and viable city and economy										
A Planning policy framework that supports the creation of a vibrant and viable City and economy	EP28 ↑	GREEN				The total number of all planning applications determined during the year within 8 weeks		The 2016/17 figures no longer include minor applications, which were included in 2015/16 reporting, hence the lower numbers of applications displayed.	Phil Holmes	Andrew Pitson
	The percentage of all planning applications determined within 8 weeks	89.73%	80%	84.04%	↗	437	437			
						487	520			
Better quality commercial floorspace enabling the provision of increased employment at sustainable locations	EC2 ↑	GREEN				Total number of major applications with an economic imperative that are approved				
	The percentage of all major applications with an economic imperative that are approved	93%	85%	86.28%	↗	14	239			
						15	277			
Improved city living opportunities by maximising the use of appropriate and previously developed land	EC3 ↑	GREEN				Amount of commercial floorspace created by sq m within the city centre				
	Amount of commercial floorspace (m²) created within the city centre to accommodate job creation	4,026m²	3,730m²	0m²	↗	4,026m²	0m²			
						1	1			
Improved city living opportunities by maximising the use of appropriate and previously developed land	EC4 ↑	GREEN				Additional number of new housing units completed within Swansea City Centre through Vibrant and Viable Places.				
	Number of new housing units created in Swansea City Centre as a result of Vibrant & Viable Places funding	33 units	33 units	3 units	↗	33	3			
						1	1			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
Employment & Training opportunities created	BBMA3 ↑ The number of training and employment weeks created by Beyond Bricks & Mortar for unemployed and economically inactive	GREEN 127	120	102	↗	Number of person weeks of training and employment undertaken			Phil Holmes	Sue Woodward
						127	102			
						1	1			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			

Creating a vibrant and viable City and Economy

Outcome	Action	Comment
---------	--------	---------

Vibrant new retail and leisure development within the City Centre, commencing with the comprehensive redevelopment of St. David's	Secure planning consent for the redevelopment of St David's.	Detailed work underway with Rivington development managers. On target to submit a planning application for outline planning consent in March 2017.	Phil Holmes
A Kingsway Employment Hub to stimulate enterprise development	Prepare first phase sites and secure funding for new office development, building refurbishment and infrastructure enhancements (including digital) for the Kingsway Employment Hub.	First phase acquisitions on target. Oceana demolition delayed due to asbestos issues. Funding application for infrastructure enhancements submitted to WEFO. Further funding applications to be submitted to Welsh Government PDG fund when call for projects invited.	
Redevelopment of the Civic Centre site, contributing to the vibrancy of the City Centre	Select a developer and secure planning consent for the Civic Centre redevelopment.	Trebor selected as development managers for the Civic Centre site. Preferred Civic Centre relocation option to be selected before redevelopment plans are finalised.	
Progressing Strategic Housing and mixed use development site proposals progressed in advance of the LDP to reduce housing land supply shortfall	Submit the Deposit LDP for examination by Planning Inspectorate.	Deposit draft LDP public consultation held. Review of consultation responses underway.	
	Approve planning applications and supplementary planning guidance development for strategic housing and mixed development sites.	Applications being determined in line with statutory requirements.	
New investment attracted from companies not currently located in Swansea	Devise an inward investment proposition with regional marketing suite and marketing materials in place to attract new investment opportunities.	Regional marketing suite, virtual team and interactive map now in place.	
Extension of the tourist season and the tourism offer as part of the diversification of the rural economy	Adopt supplementary planning guidance related to holiday accommodation opportunities	Delayed due to LDP priority.	

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			

Policy Commitments relating to creating a vibrant and viable economy

- 34. Seek to increase the number of people living in the city centre
- 24. Work with partners and the business community to promote Swansea Bay City region
- 25. Utilise £11m in the House Revenue Account to improve Council houses and boost local economy.
- 28. Create a clear, coherent and balanced approach to the city centre
- 36. Work closely with partners to develop a Creative City Region; create a Science and Innovation campus build Swansea as a science, technology and creative capital.
- 31. Plan for a sustainable transport system
- 32. Improve perceptions of our city as a place to work, visit and live
- 33. Enhance our public spaces and city's built heritage and empty properties

Lead Head of Service's Overview

The City Centre Framework sets the strategic policy direction and the ongoing implementation of the Realising the Potential programme and has a direct positive bearing on policy commitments 34, 24, 25, 28, 32 and 33. Significant new residential development is being delivered via VVP funded schemes with public and private sector partners.

Development Mangers for the Civic Centre and St David's sites have been procured and technical reviews and occupier discussions are well underway. A planning application for a mixed use retail and leisure led development will be submitted for the St David's site in March 2017. The demolition of the former Oceana building is on site and other strategic acquisitions nearby have been completed utilising Vibrant & Viable Places funding funding.

The Swansea Bay City Region working with partners as described in PC 24 continues apace. A stage 2 City Deal business case is being prepared for submission to Government later this month. The ambition set out in the business case will help improve perceptions of the city as a place to work, visit and live (PC 32).

PC 36 is being delivered through collaborations with the universities, where MoU's (Memorandum of Understanding) identify joint working, and via close collaboration with the City Region Board and demonstrated via the City Deal submission to Government. The university are key partners in the delivery of Hafod Copper Works and the Hydro-Hub project.

PC 31 - works are nearing completion at Westway to facilitate future highway investments subject to funding. An outline business case funding application has been submitted to WEFO to fund infrastructure works at Kingsway. The draft deposit LDP was reported to Council in June and public consultation has now been undertaken.

A strategic transport model for the Swansea urban area has been developed to allow the modelling, planning and forecasting of traffic and public transport movements to, from and around the city centre. The model has been built using mobile phone data which means that it is extremely accurate and will enable the Council to determine key transport interventions and ensure that investment is channelled to tackle the priorities. The model will be a particularly important tool in planning for and realising the modal shift from car to public transport that is required to ensure the efficient and sustainable growth of the city centre.

Work is also underway to develop a strategic outline business case for the development of the Fabian Way Corridor which will identify the infrastructure needs to enable the corridor to develop effectively. This will ensure that there are strong linkages with the City Centre and that transport links are strengthened along this key corridor.

Funding has been secured and works are underway on the Morfa Distributor Road which will be completed by April 2017. The scheme will enhance transport links to the City Centre as well as opening up development land on the periphery.

Looking specifically at PC 25, around £250 million will be spent over the next 5 years to improve Council houses which includes the £11 million identified within the policy commitment. This year's capital programme of £55m is focussed on the improvement of the housing stock up to the WHQS (Welsh Housing Quality Standard) but also includes provision to support additional council housing.

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			

Priority 4 : Tackling Poverty

People have a decent standard of living; receiving the maximum benefits they are entitled to receive and in a prompt and timely way	POV05 ↑ The amount of additional benefits maximised for people who are entitled to claim each year by the involvement of the Welfare Rights Team	GREEN £218,571	£200,000	£302,885	↘	Amount of benefit income secured or increased £218,571 £302,885 D 1 1	The amount of money raised will fluctuate each month depending on the number of tribunals hearings that have been listed and decisions made and on the DWP processing decisions and claims in a timely way. This is outside the control of the team.	Jane Whitmore	Jane Storer
	HBCT01a ↓ Housing Benefit Speed of Processing: a) Average time for processing new claims.	GREEN 16.1 days	19 days	17.3	↗	Sum in calendar days of time taken to process all new claims. 24,639 29,250 Number of new claims received 1,532 1,690			
	HBCT01b ↓ Housing Benefit Speed of Processing: b) Average time for processing notifications of change in circumstances	GREEN 5.8 days	7 days	5.9	↗	Sum in calendar days of time taken to process change in circumstances. 71,982 73,440 Number of change in circumstances decided. 12,451 12,442			
	HBCT02a ↓ Council Tax Reduction Speed of Processing: a) Average time for processing new claims	GREEN 16.5 days	19 days	17.7	↗	Sum in calendar days of time taken to process all new claims. 27,028 29,821 Number of new claims received 1,636 1,684			
	HBCT02b ↓ Council Tax Reduction Speed of Processing: b) Average time for processing notifications of change in circumstances	GREEN 5.3 days	7 days	5.2	↘	Sum in calendar days of time taken to process change in circumstances. 72,642 69,253 Number of change in circumstances decided. 13,787 13,233	Results for quarter 2 show a marginal reduction in performance. As staffing levels have reduced due to budget cuts it is an overall positive result.	Rose McCreesh	Karen Williams

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
Prevent homelessness to help maintain stability and security for families, safeguard health, wellbeing and prevent social exclusion	POV06 ↓ The average number of days all homeless families with children spent in Bed & Breakfast accommodation	GREEN 5.0 days	7 days	10.0 days	↗	Number of days for each period spent in B&B accommodation by each family with children whose duty has been accepted during the year.			Steve Porter	Marie Muldoon
						15	40			
						Total number of homeless families with children whose duty has been accepted who have spent time in B&B accommodation				
						3	4			

Actions for Tackling Poverty

Outcome	Action	Comment
Investment to improve council housing, bring wider economic benefits and contribute to the regeneration of estates	Deliver capital programme schemes/£55m spend	The Housing capital programme of £55m for financial year 2016/17 was agreed at Council in February 2016. Scheme preparations, including the design and procurement for the majority of the programme have been completed and work has commenced. All programmes are managed by Corporate Building and Property Services and budget spend is monitored jointly with the Housing and Public Protection Service on a monthly basis to ensure spend is maximised and the agreed programmes are delivered.

Policy Commitments relating to tackling poverty

- 38. Tackle poverty and unemployment, especially amongst young people and within the most deprived communities
- 22. Implement a pledge to ensure that all 18-24 yr olds have access to quality information, education and enterprise
- 24. Work with CAB and other partners to enhance the Council's existing Welfare Rights service
- 37. Explore with Credit Unions how to make loans to micro businesses
- 39. Work with Moneyline Cymru and other partners to help people on low incomes access affordable loans
- 66. Play a full part in the Healthy Cities initiative to address health inequalities and life expectancy

Lead Head of Service's Overview

The Council continues to work with partners such as CAB and LASA Credit Unit to mitigate the impact of Welfare Reform offering advice, assistance and access to affordable loans. Within the Council the Welfare Rights Team continues to support people to maximise the benefits they are entitled to, this has seen a slight drop in Q2 due to timing of tribunals. The Housing Benefits Team continue to ensure people receive their benefits in a prompt and timely manner. The LIFT and Communities for Work Programme are fully operational and continue to support people with their employability and into employment. The Young Peoples Service continues to work with 11 – 25 year olds to directly support those most vulnerable. The Early Years Strategy and Action Plan are owned by the Healthy Cities Board preparing children for the best start in life and readiness for school.

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
Priority 5 : Building sustainable communities										
More people are involved in local community activities that are important to them	CUST8a ↑ Number of successful bids to the Community Action Transformation Fund	no rag -	-	-		Actual Number of applications made to the Community Action Transformation Fund (CATF) approved by the External Funding Panel (EFP) N/A N/A		The External Funding Panel adjudicates on bids to the Community Action Transformation Fund every six months. Results of the decisions of the next panel will be reported in Quarter 3	Jane Whitmore	Spencer Martin
						D N/A N/A				
People are living in cohesive and resilient communities with the right skills and technological improvements to sustain their communities	SUSC10 ↑ Number of services sustained in the community and were previously formally managed by the Council	GREEN 41	40	-	New PI, no historical data	Number of services which were previously managed by the Council and have been transferred to independent community-based management and ownership 41 N/A			Tracey McNulty	Sue Reed
						D 1 N/A				
People have equitable access to services to promote independence and quality of life	SUSC5 ↑ Number of new requests for local area co-ordination	GREEN 41	35	-	New PI, no historical data	The number of introductions for individuals recorded in the Local Area Co-ordination database. 41 N/A			Alex Williams	John Grenfell
						D 1 N/A				
People are living in cohesive and resilient communities with the right skills and technological improvements to sustain their communities	SUSC2 ↑ Percentage of people across Swansea who agree or strongly agree they can influence decisions affecting their neighbourhood	GREEN 38.7%	25%	-	New PI, no historical data	Number of people responding 'agree' and 'strongly agree' to: To what extent do you agree that you can influence decisions affecting your neighbourhood? 201 N/A			Chris Sivers	Rhian Millar
						Total number of respondents to the question 520 N/A				

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
<p>More people living at home or in the community instead of in residential care</p>	<p>SCA001 ↓</p> <p>The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over</p>	<p>GREEN</p> <p>1.34</p>	6	4.33	↗	<p>Total number of local authority residents experiencing a delayed transfer of care during the year for social care reasons</p> <p>29 92</p>	<p>Total population aged 75+</p> <p>21,672 21,254</p>		Alex Williams	John Grenfell
	<p>AS4 ↑</p> <p>Percentage of clients returning home following a period of residential reablement</p>	<p>GREEN</p> <p>66.67%</p>	58%	56.41%	↗	<p>The number of people who have left the residential reablement services whose destination on leaving was own home or to family</p> <p>26 44</p>	<p>The total number of people who have left the residential reablement service</p> <p>39 78</p>			
	<p>Measure 20a ↑</p> <p>The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later</p>	<p>GREEN</p> <p>77.53%</p>	50%	-	New PI, no historical data	<p>The number of adults who completed a period of reablement who have a package of care six months later which is smaller than it was on completion of the reablement period.</p> <p>138 N/A</p>	<p>The number of adults who completed a period of reablement who had a package of care and support within the week before the reablement began.</p> <p>178 N/A</p>			
	<p>Measure 20b ↑</p> <p>The percentage of adults who completed a period of reablement who have no package of care and support 6 months later</p>	<p>RED</p> <p>23.03%</p>	25%	-	New PI, no historical data	<p>The number of adults who completed a period of reablement who have no package of care six months later</p> <p>41 N/A</p>	<p>The number of adults who completed a period of reablement who had a package of care and support within the week before the reablement began.</p> <p>178 N/A</p>	<p>Target has not been met by 4 persons. We continue to focus reablement efforts on those most likely to achieve effective lasting independence.</p>		

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
People make the best use of resources that promote wellbeing and prevent them through early intervention from requiring statutory services	CFS1 ↓ Number of children becoming looked after in the period	GREEN 80	90	82	↗	Number of children becoming looked after in period			Julie Thomas	Owen Davies
						80	82			
People are living in cohesive and resilient communities with the right skills and technological improvements to sustain their communities	SUSC1 ↑ Percentage of people across Swansea who are satisfied or very satisfied with their local area as a place to live	GREEN 88.5%	86.56%	85.51%	↗	Number of people responding 'satisfied' and 'very satisfied' to: Overall, how satisfied are you with your local area as a place to live?			Chris Sivers	Rhian Millar
						477	478			
	SUSC3 ↑ Percentage of Swansea residents who agree or strongly agree that their local area is a place where people from different backgrounds get on well together	GREEN 82.1%	76%	69.44%	↗	Total number of respondents to the question			Chris Sivers	Rhian Millar
						539	559			
						Number of people responding 'agree' and 'strongly agree' to: To what extent do you agree that your local area is a place where people from different backgrounds get on well together?				
						436	384			
						Total number of respondents to the question				
						531	553			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q2 15-16	Trend since Q2 15-16	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q2 15-16			
More people are involved in local community activities that are important to them	WMT009(b) ↑ The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	GREEN	58%	61.50%	↗	Total tonnage of local authority Municipal waste prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way		The level of performance indicates that the target should be comfortably met and that progress is being made to the 19/20 target of 64%, although the Q1 figure is inflated due to the seasonal influx of garden waste	Chris Howell	Keith Coxon
						20,332	19,623			
						The tonnage of municipal waste collected by the local authority				
		65.34%				31,115	31,905			

Policy Commitments relating to building sustainable communities

2. Seek wider and imaginative community use of public assets such as Council owned buildings
72. Support independent living, improved options for older people. Increase funding for housing co-operative
3. Explore collaborative and innovative ways in which local services can be financed and delivered
64. Relocate social services to work directly in the communities they serve and co-locate them with other services

Lead Head of Service's Overview

The majority of the Metrics under the Building Sustainable Communities priority have met their target this quarter. The rate of delayed transfers of care is very positive, which reflects the significant investment that there has been in joint health and social care community services. Whilst there remain challenges in capacity in the external domiciliary care market these are being managed well. The reablement service is functioning well with many people seeing good outcomes in terms of living completely independently at the end of the period of support or with a reduced package of care. Performance needs to be improved in terms of those who have no care plan 6 months after receiving a period of reablement, but it is important that those that need support have it and as the majority of service users are now older and frailer it is appropriate that many still have a care plan.

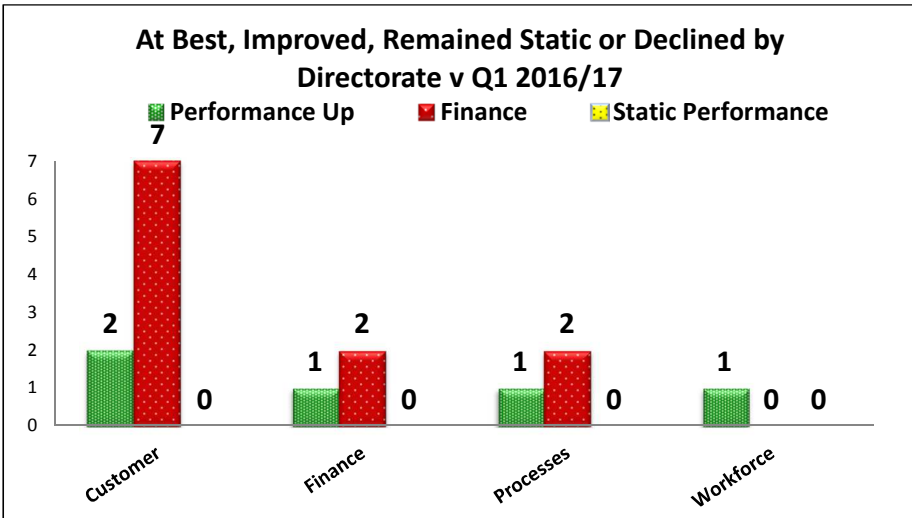
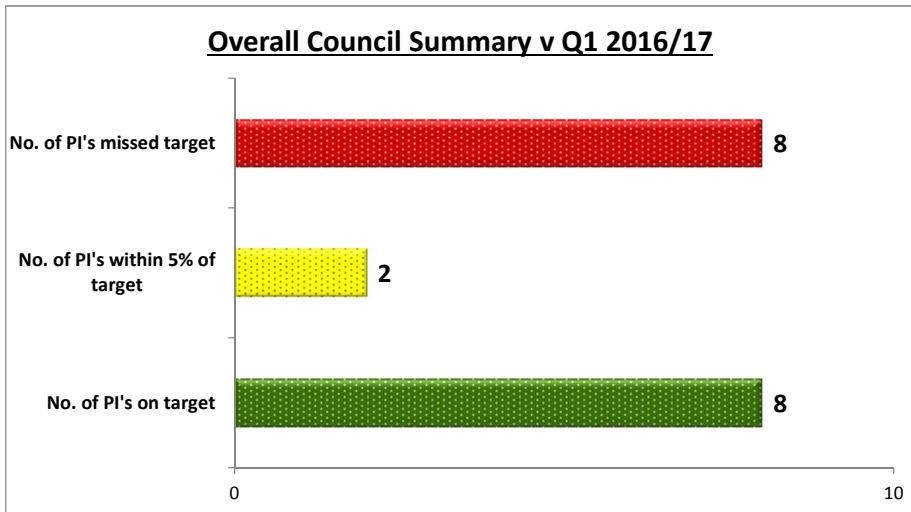
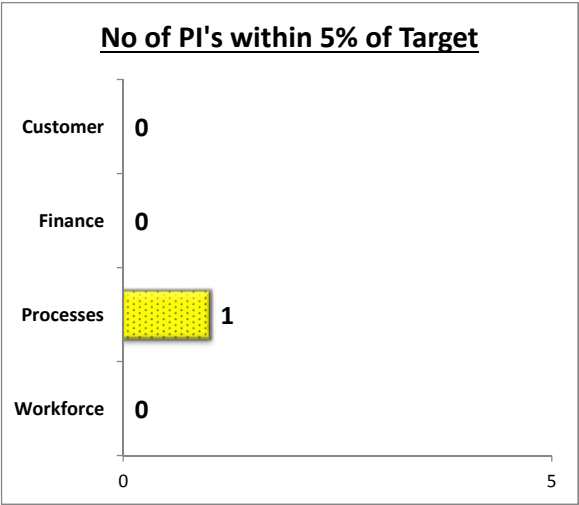
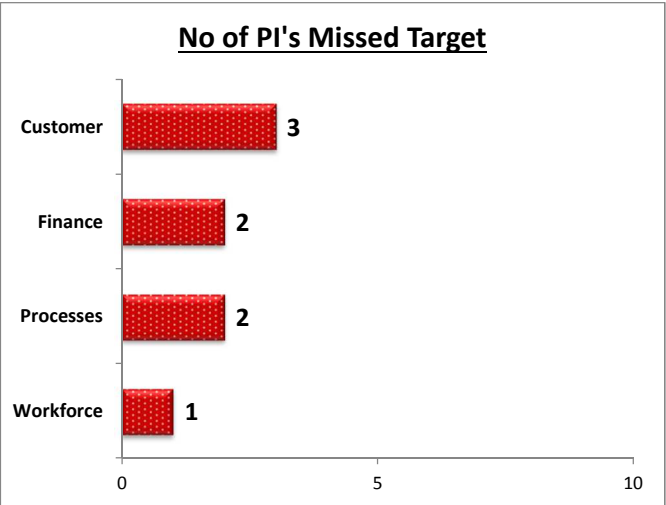
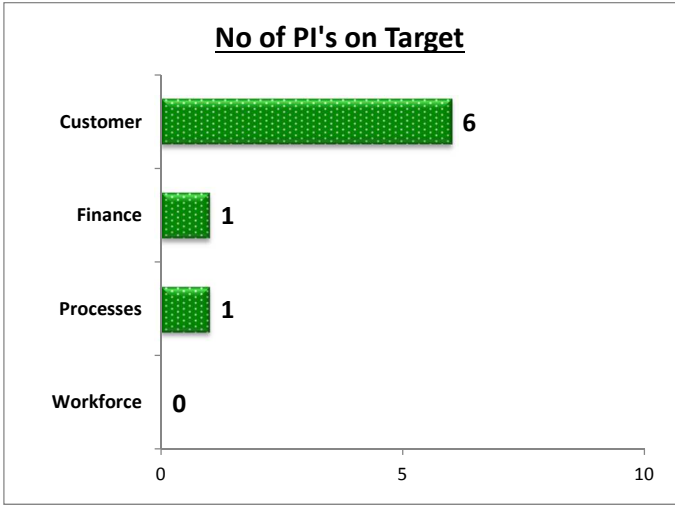
Corporate Scorecard

Performance Report - 2016-17

Quarter 2



Page 71



Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q1 16-17	Trend since Q1 16-17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q1 16-17			
Corporate Support - Customer										
Reduce demand Increase Digital Transactions	CUST1b ↓ Number of Face to Face contacts in Contact Centre	GREEN 11,529	17,915	13,815	↗	Number of contacts in Civic Centre requiring Face to face handling 11,529 13,815 D 1 1		Numbers of callers using E-Zone reduced due to the introduction of virtual resident parking permits whereby customers are completing the application online at home.	Lee Wenham	Julie Nicholas-Humphreys
	CUST4c ↑ Number of visitors using the Contact Centre E-zone	GREEN 876	762	1,025	↘	Number of visitors who used the E-zone facilities 876 1,025 D 1 1				
	CUST2a ↑ Number of online payments received via City & County of Swansea websites	RED 40,067	43,100	43085	↘	Number of service-based payments received on the Civica payment system via City & County of Swansea websites 40,067 43,085 D 1 1	Lower in Q2 than Q1 as council tax seasonal increase takes place in Q1. Online payments with forms to go live in October so this increase will be seen in Q3 results.	Liz Shellard		
	CUST2b ↑ Number of forms completed online for fully automated processes	GREEN 3,671	1,300	1,246	↗	Number of forms completed online for processes which are fully automated. 3,671 1,246 D 1 1	Permits added in August together with promotion of online services via social media and press resulted in a rise.			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q1 16-17	Trend since Q1 16-17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q1 16-17			
Improve Customer satisfaction	CUST5 ↑ Percentage of recent customers who were satisfied or very satisfied with the level of customer service they received from Swansea Council	GREEN 83.92%	70%	86.36%	↘	Number of people responding 'satisfied' and 'very satisfied' to: If you engaged with a member of Swansea Council staff within the last 6 months - Overall, how satisfied or dissatisfied are you with the level of customer service you received from Swansea Council on that occasion? 214 76	Total number of respondents to the question 255 88	The 2015/16 results were based on an aggregate of 5 questions relating to customer service and 13 questions relating to services and are reflected in the higher base figures. For 2016/17 results are for residents answering a single question only for each indicator.	Lee Wenham	Rhian Millar
	CUST6 ↑ Percentage of Swansea residents satisfied or very satisfied with Council services overall.	GREEN 72.73%	60%	76.24%	↘	Number of people responding 'satisfied' and 'very satisfied' to: How satisfied are you with Council services overall? 392 138				
	CUST10a ↓ Number of corporate complaints	RED 268	240	260	↘	Number of corporate complaints received by the Corporate Complaints section 268 260	D 1 1			
	CUST10b ↓ Percentage of justified corporate complaints which require further action after the closure of the complaint to tackle the issue	GREEN 25.57%	30%	7.84%	↘	Number of responses where the service confirms that further action is required, after a complaint response has been sent, to address and/or tackle issue(s) arising from a complaint received. 67 4	Number of corporate complaints received by the Corporate Complaints section in period which are adjudged to be justified 262 51			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q1 16-17	Trend since Q1 16-17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer	
						Q2 16-17	Q1 16-17				
Improve Customer satisfaction	CUST11 ↓ Percentage of complaints considered by the Public Services Ombudsman for Wales ('the Ombudsman') where the Ombudsman has determined there was maladministration on the part of the Authority	RED				Number of letters received from the Ombudsman confirming there has been a finding of maladministration against the Authority	2	0	There were 2 cases this quarter where the Authority agreed a voluntary settlement with the Ombudsman Office. In 1 case relating to home improvement loans the service department agreed to refund application fees due to excessive delay in processing. In the other case which related to street naming and numbering the service department agreed to pay for an amendment to a house name plaque due to a lack of clarity regarding the numbering of a property.	Lee Wenham	Andrew Taylor
		18%	0%	0.00	↘	Number of letters received from the Ombudsman where a determination has been made in relation to a complaint received	11	10			
Corporate Support - Finance											
Budget Monitoring and delivering of savings	FINA6 ↑ Percentage of identified forecast general fund revenue savings and income for the year compared to originally approved budget	RED				Identified forecast general fund revenue savings and income for the year	£15.041m	£15.594m	Half year review indicates a reduction in pace and scale of senior staff review savings forecast £0.8m. Remainder of savings programme remains as previously forecast and that is significant non delivery of assured savings on commercialism £2.65m, Business Support £1m, Stopping Services £2m and Terms and Conditions £1m	Mike Hawes	Ben Smith
		66.81%	90%	69.27%	↘	Agreed original savings set out in the budget approved by Council.	£22.513m	£22.513m			
	FINA10a ↓ For the General Fund Revenue Budget: a) the forecast variance (£) from agreed departmental revenue budget	RED					i) Forecast outturn for departmental revenue budget MINUS ii) Agreed departmental revenue budget (=original budget plus approved virements)	£4.925m	£7.630m	As per draft second quarter to CMT - may change - departmental overspend has REDUCED	
£4,925,000	£0	£7,630,000	↗	D	1	1					

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q1 16-17	Trend since Q1 16-17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q1 16-17			
Budget Monitoring and delivering of savings	FINA10b ↓ For the General Fund Revenue Budget: b) the forecast variance (£) from agreed budget against additional savings target, central budget items and contingency fund	GREEN -£400,000	£0	-	↘	For the GFRB for the additional savings target, central budget items and contingency fund: i) Forecast outturn for budget MINUS ii) Agreed budget (=original budget plus approved virements)		As per draft second quarter to CMT - may change - underspend to offset departmental overspend shown above	Mike Hawes	Ben Smith
						-£400,000	N/A			
						1	N/A			
Corporate Support - Processes										
Increase self-service for employees	PROC1 ↑ Number of employee self-service transactions	AMBER 15,129	15,500	16247	↘	Number of employee self-service transactions		The fall was almost entirely due to a drop in purchase orders of nearly 1100 likely due to spend freezes coming into effect. As a new and high-volume contributing statistic the effect of change will always have an impact on the overall total.	Sarah Caulkin	Matthew Knott
						15,129	16,247			
						1	1			
Consolidate/ Reduce Business Support	PROC3a ↓ The number of Business Support posts in the establishment	GREEN 1,322	1,385	1,390	↗	The number of Business Support posts in the establishment		Posts are 107 down on the same quarter last year, and 68 less than previous quarter this year, thus decreases are starting to show through as the ER/VR figures for September are included. Numbers should slowly decrease over the next quarter as the implementation of the new Business Support Model gains pace. Heads of Service will be actively supporting Business Support role reduction through remodelling of central support functions. It is envisaged that very little movement will show until the Q4 phase goes through, thus targets are set to increase towards end of financial year.	Steve Rees	Sian Williams
						1,322	1,390			
						1	1			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q1 16-17	Trend since Q1 16-17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer
						Q2 16-17	Q1 16-17			
Re-commission services	PROC4a ↑ Number of Commissioning Service Reviews completed within the set process timescales	RED 1	2	2	↘	Number of Commissioning Service Reviews completed within timescales to inform a Cabinet decision for implementation		Qtr 1 - Waste Management did not complete the process within 22 wks (34wks) - extra time was added to the options appraisal preparation awaiting rationale confirmation = 0 Qtr 2 - Highways and Transportation review requested extra time to prepare options appraisal report not completed within 22 wks (31 wks in total to complete) = 0 Qtr 2 - Corporate Building & Property completed their review some delay was incurred to the decision making forums but completed within the 22 weeks (process continued) = 1	Sarah Caulkin	Vicky Thomas
						1	2			
						1	1			

Related Outcome	PI & desired direction of Travel	Result Q2 16-17	Target Q2 16-17	Perform Q1 16-17	Trend since Q1 16-17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Responsible Head of Service	Responsible Performance Officer	
						Q2 16-17	Q1 16-17				
Corporate Support - Workforce											
Staff are in work and healthy	CHR002 ↓ The no. of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	RED 2.1	2	2.49	↗	Total number of working days/shifts lost to sickness absence, between 1 April and 31 March annually as FTE.	19,409	23,153	<p>Note from Corporate Performance Team - Data quality under review</p> <p>Sickness is slightly higher than target but pro-active work on Health and Well-Being continues to show its impact. This proactive work will continue to increase during 16/17 as part of our long term wellbeing investment, with new workshops, further health fairs, more appointments, further training for managers and the appointment of an additional Stress management counsellor and advisor so that we can work more closely with managers and services to help prevent stress and sickness absence.</p> <p>In addition, the Management of Absence Policy has been reviewed with the Trade Unions.</p>	Steve Rees	Sian Williams
					Average number of full-time equivalent (FTE) employees.	9,146	9,312				

Agenda Item 10.

Report of the Cabinet Member for Education

Cabinet – 15 December 2016

LOCAL AUTHORITY GOVERNOR APPOINTMENTS

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

1.0 The nominations referred for approval

1.1 At the meeting of the L.A. Governor Appointment Panel held on 24 November 2016, nominations were recommended for approval as follows:

1. Cila Primary School	Mrs Helen Richards
2. Clwyd Primary School	Cllr Terence Hennegan

4. Glais Primary School	Mrs Claire Abraham
5. YGG Tan Y Lan	Mr Gari Lewis
6. Gowerton School	Mr Gerald Frances Keating

2.0 Financial Implications

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

3.0 Legal Implications

3.1 There are no legal implications associated with this report.

4.0 Equality and Engagement implications

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

Background papers: None

Appendices: None

Agenda Item 11.

Joint Report of the Cabinet Members for Adults and Vulnerable People & Next Generation Services

Cabinet – 15 December 2016

SOCIAL SERVICES CHARGING POLICY IN-YEAR REVIEW OF CHARGES

Purpose:	a) To update on the findings and progress of the in-year charging review task and finish group b) To outline the Business Case for the pre-deputyship support charge
Policy Framework:	Social Services and Wellbeing (Wales) Act 2014, City and County of Swansea Charging Policy (Social Services), Sustainable Swansea – Fit for the Future.
Consultation:	Access to Services, Finance, Legal, Sustainable Swansea.
Recommendation(s):	It is recommended that: a) The findings and progress of the in-year group are acknowledged b) The Pre-deputyship support charge is approved
Report Author:	Andrew Hopkins/Ian Jones
Finance Officer:	Chris Davies
Legal Officer:	Pam Milford
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 The Social Services and Wellbeing (Wales) Act 2016, referred to in this report as the “Act”, came into force on 6th April 2016. It will radically transform the way Social Services are delivered in Wales to meet the needs of the individual and make sustainable services for the future.
- 1.2 Under the requirements of the Act and associated codes of practice, the Social Services Charging Policy has been designed and a working group has been established to oversee the implementation and governance. The terms of reference of this group can be found in **Appendix A**
- 1.3 The task and finish group is split into three project teams and this report will briefly outline the work of the “in-year review of charges” group. In the

main however, this report will outline a business case which will recommend the introduction of charges outside of the annual review cycle, or referred to as “in-year increases”. The full business case documents are attached as **Appendix B**

2. Progress Update

2.1 The “in-year” project is being led by Lee Morgan/Andrew Hopkins of the Commercial & Commissioning Unit and the scope of the project covers:

- Review of all care and support services provided and where CCOS has the discretion to impose a charge
- Services provided by other Local Authorities in order to perform a comparison
- Examples of other charging policies to enhance the robustness of our Social Services Charging Policy
- Scoping of a uniform process to table opportunities to amend fees and charges “in-year”
- Drafting of business cases to support “in-year” increases and support the implementation of any chosen options

2.2 The team has worked jointly alongside Social Services colleagues to produce proposals for consideration. Where business cases have been drafted, these have focused on other opportunities besides fee increases. A holistic view of the service has been taken and has focused on business efficiencies, commissioning options in future.

2.3 Corporate support has allowed for opportunities to focus on the priorities for the Council in the future such as alignment to our transformation programme Sustainable Swansea, and the themes contained within, such as our ICT strategy and commercialism.

2.4 Due to the timescales involved with developing proposals, some opportunities will fall into the annual process cycle, the product of which is a report to be tabled and considered as part of the annual budget setting process.

3. Findings

3.1 Besides the business case included in this report, the scope of the project has allowed the project team to implement aspects of commercial thinking into its work and to make recommendations as to what information should be presented to review various opportunities.

3.2 This ethos has therefore allowed the charging policy group to understand aspects such as full-cost recovery, demand management, promotion and signposting of services and pricing structures.

- 3.3 The task group has also linked in with the group looking at processes, the outputs of which have identified anomalies with the consistency of how charges are applied for our care and support services.

Charges

- 3.4 The group have identified the pre-deputyship support as a potential area where a charge could be introduced in-year and where there is a rationale to do. This is included in this report and recommended for implementation.
- 3.5 Other services where we have the discretion to charge have also been reviewed. Outputs from this exercise are included within the annual review of charges as timescales around an implementation plan and consultation are required.

Comparison

- 3.6 Guidance within the “Act” and associated codes of practice encourage Local Authorities to compare charges for care and support services. Where information has been made available, comparisons have been made.
- 3.7 The main outputs from this exercise reveal that all other Council’s consulted charge for day services, direct payments and certain aspects of the Lifeline and Telecare services. A piece of work is being undertaken to establish whether a business case is viable to charge for day services within the existing service model. N.B this is a separate exercise to the work ongoing as part of the commissioning review for day services.

Other Charging Policies

- 3.8 The “Act” places a responsibility on Local Authorities to produce a Social Services charging policy to be made readily accessible in the public domain. Research has shown that:
- There is no standard policy format and the information contained can appear disjointed
 - There is no guidance to establish uniformity around the financial assessment process
 - Not all Authorities have produced a Social Services charging policy in the public domain
 - There is guidance in the Code of Practice for Councils to work regionally to produce and implement a charging policy.

Process to review in-year charges

- 3.9 The task group has also reviewed the process by which responsible officers can review existing charges and working practices and produce business cases for review “in-year.”
- 3.10 Going forward, further support will be given to responsible officers to review services based on checklists and toolkits to embed commercial thinking.

4. Proposals in Summary

- 4.1 The proposal outlined in this report refers to the service provided by our Client Property & Finance Unit.
- 4.2 The business case in detail for these new charges is included in **Appendix B** but is outlined in summary below.

Pre-deputyship support charge

- 1. To introduce a monthly charge to service users to reflect the support given prior to obtaining a Court Deputyship Order

5. Equalities and Engagement Implications

- 5.1 The proposal has completed an Equalities Impact Assessment (EIA) Screening Form and it was deemed not necessary for a full EIA report.
- 5.2 The EIA screening form is attached within the business case report in **Appendix B**

6. Financial Implications

- 6.1 There are no financial implications associated with this report

7. Legal Implications

- 7.1 There are legal implications associated with the proposal, please refer to the business case report in **Appendix B**.

Background Papers: None

Appendices:

Appendix A	Terms of Reference – Finance & Charging Policy Working Group
Appendix B	Business Case – Client Property & Finance Unit

**City and County of Swansea
Finance and Charging Working Group**

Terms of reference (drafted: 20th Jun. 2016 by Simon Jones) v1

Context

- Implementation of SS&WB (Wales) Act since 6th April 2016
- Codes of Practice Parts 4 & 5, Annexes, Regulations and Technical Briefing
- City and County of Swansea- Charging Policy (Social Services) v1.6
[Swansea's Charging Policy \(Social Services\)](#)
- Charges for 2016/17 as set out within the above Policy (Appendix 1)
- City and County of Swansea Budget Strategy and Medium Term Financial Planning
- Sustainable Swansea – Fit for the Future Transformation Programme
 - Commissioning reviews
 - Business support review

Purpose of Meeting:

1. To ensure that *effective governance* at executive level of all changes to social services charges as set out within the current policy/ appendix 1
2. To *provide strategic leadership and operational oversight* to monitor the impact of the new Charging Policy on citizens and carers, as well as on the resources available to the Council
3. To ensure that City and County of Swansea are *meeting the statutory requirements* of the Social Services and Well-being (Wales) Act 2014; together with accompanying Regulations and Codes of Practice.
4. To ensure *compliance to the regulatory frameworks* of the Regulation and Inspection (Social Care) Act, as well as those defined by the Wales Audit Office.
5. Oversight of compliance to corporate finance policy, in particular the requirement to operate under the principle of *Full Cost Recovery*.
6. To recognise where there are opportunities for using Local Authority *discretion to review activities* and make changes within the Charging Policy and financial practices, within social services and across the whole Council.
7. To govern the *scope, timelines and quality of work* delivered by implementation/ Task groups, and updated within the working group as part of a 'sign off' arrangement.

8. Ensure that there are clear roles, responsibilities and processes in place for escalating concerns, risks and issues to Executive Board/ Cabinet.
9. To consider strategies for *future alignment of social care charges* and policy across Western Bay Region.
10. To ensure that *Child and Family Services* are fully considered within the future charging arrangements and review processes.
11. To create opportunities for *elected member involvement* in shaping changes to Policy and to charging structure to improve the outcomes for the citizens we serve.

Frequency of Meetings: Monthly, to be reviewed against progress

Proposed Membership:

- **Chair:** Chief Social Services Officer (DH)
- **Deputy Chair:** Head of Service (AW/ JT)
- **Task Group Leads:**
 - Annual Review Cycle - social care charges (Lead: SJ);
 - In Year Review of Charges (Lead: AH);
 - Financial Assessment and Charging processes (Lead: RM);
- **Subject Matter Experts:** As required by Leads
- **Business Support:** (PO –Resources: DR)

Reporting to: People P&FM/ Future Generations Board (TBA)

INTRODUCTION OF A PRE-DEPUTYSHIP SUPPORT CHARGE

1. Introduction

- 1.1 Social Services ' Client Property and Finance Unit ('the Unit') manages the property and financial affairs of service users who are aged over 18, have been assessed as mentally incapable of managing their finances and where there is no suitable third party (e.g. family) who are willing or able to do so. The Unit provides preventative measures where a service user is at risk of financial abuse or provides intervention where there is evidence of this occurring, and will continue to provide this support until the service user is reassessed as having capacity, another suitable person is identified to act, or on the death of the service user.
- 1.2 The Unit only currently charges for the service provided once appointed as Court Deputy for property and affairs by the Court of Protection. These charges are determined by the Ministry of Justice and are means tested based on capital assets, but Court orders can take several months to obtain and no charge is currently levied from the commencement of support until the appointment as Court Deputy.
- 1.3 The Unit initially applies to the Department of Works and Pensions to receive and manage state benefits until a Court order is obtained. This enables the Unit to budget this income to meet the service user's living expenses, pay their bills, address debt and make contingencies available but a Court Deputy order is required to legally manage all issues of property and financial affairs outside of state benefit. It is therefore proposed to introduce an interim monthly support charge from commencement of case management to appointment as Court Deputy, when Court approved fees would instead apply.

2. Business Case

- 2.1 The Social Services and Wellbeing Act 2014 places a statutory responsibility on Local Authorities to have in place or identify systems to protect vulnerable adults from all forms of abuse – including financial – and to have discretion to charge for these services.
- 2.2 Some Local Authorities have already introduced a charge (e.g. Wrexham County Borough Council introduced a charge of £5 per week in 2010).
- 2.3 The impact of introducing a charge for individual service users has to be considered and whether it is appropriate, affordable and sustainable in every case. As such an appeals process will also be introduced, submitted by the service user (with or without advocacy), care manager or case officer, which evidences that a charge would cause hardship and therefore need to be waived. Service users in residential or nursing care

cannot be charged if their sole disposable income is a protected personal allowance from state benefit entitlement.

- 2.4 The actual projected income is unknown, as this will depend on where the service user is living, an assessment of their financial position and how long it will take to obtain a Court Deputyship order to succeed the interim support charge.
- 2.5 The Unit currently charges all service users £5 per month as an operational cost of managing their finances using a Lloydslink virtual banking system introduced in Autumn 2015. This charge will be reviewed and likely to reduce to £3 per month after the first year as this is only for bank charges such as operating and transaction costs, and any residue will be repaid to service users' accounts i.e. this charge cannot provide additional income for the Unit.
- 2.6 In view of the above and similar charges already implemented by other Authorities it is proposed to introduce an initial pre-Deputyship support charge of £5 per week, subject to review. This will result in each service user being charged a total of £23 per month, thereby covering both the Lloyds fee and the Unit's support charge until a Court Deputyship order is obtained (which takes approximately 6 months from application to appointment), when the support charges are replaced by approved Court annual fees for Local Authorities.
- 2.7 The charge will reflect all services provided directly by the Unit other than just receiving and managing state benefit as appointee, including property management, client representation with all outside agencies relating to matters of property and financial affairs thus assisting service users to maintain their independence prior to Court Deputyship (the charges for which are then set by the Court of Protection).
- 2.8 Any pre-Deputy charge is outside of the jurisdiction of the Court of Protection and there is no suggestion that the implementation of a similar charging policy has been challenged in other Local Authorities.
- 2.9 It is intended to deduct this as a 'one off' charge retrospectively once appointed as Court of Protection Deputy for property and affairs, so as to reduce the risk of hardship as both income and capital assets can then be taken into account when considering if the charge is affordable.

3. General Issues

- 3.1 In accordance with the Income and Charging policy the income from charges for this service will not exceed the cost of providing the service but will instead serve to offset the Unit's existing gross annual costs.
- 3.2 Any service user in residential or nursing care is exempt from this charge if they have no capital assets and their only disposable income is personal allowance which is legally protected.

- 3.3. 61 new service users were allocated for case management in the year 2015 / 16, of which 33 were in nursing or residential care and therefore potentially exempt. The remaining 28 new service users would have generated income of £3640 if a charge had been successfully introduced at £5 per week, based on an average of 6 months' charges from allocation to the obtaining of a Court Deputyship order.
- 3.4 The Unit's factsheet would be amended to include the retrospectively taken pre-Deputyship support charge if introduced and the right to appeal, for example based on evidence that levying this charge would cause hardship. This factsheet is currently shared with new service users who in turn may wish to discuss the content with their families, carers and advocates
- 3.5 Consideration would need to be given as to how existing service users would be notified of the charge, either by mailshot or else deciding to only introduce this interim charge to new service users once a commencement date has been agreed, given that it is only expected to apply for 6 months.

4. Equality and Engagement Implications

- 4.1 An Equality Impact Assessment Screening Form has been completed with the agreed outcome that a full EIA report was not required. The Screening Form is included as Appendix 1.

5. Financial Implications

- 5.1 There are no perceived significant financial implications associated with this report. Collection of the one off retrospective fee should not have any additional work implications or cost, as a single payment can be set up from each eligible service user's virtual bank account.

6. Legal Implications

- 6.1 There are no perceived significant legal implications associated with this report. Due consideration will be given to hardship implications on service users on a case by case basis and a process of appeal will be made available so as to ensure compliance with relevant legal obligations.
- 6.2 Legal advice has been sought to ensure this is seen as a legitimate charge under current legislation.

Background Papers: None

Appendices:

Appendix 1	Equality Impact Assessment Screening Form
-------------------	---

Appendix 1

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact your directorate support officer or the Access to Services team (see guidance for details).

Section 1

Which service area and directorate are you from?

Service Area: ADULT SERVICES – CLIENT PROPERTY AND FINANCE UNIT

Directorate: SOCIAL SERVICES

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

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

(b) Please name and describe below

INTRODUCING A MONTHLY SUPPORT CHARGE FOR MANAGING THE PROPERTY AND AFFAIRS OF SERVICE USERS WITH MENTAL INCAPACITY FROM CASE COMMENCEMENT UNTIL APPOINTED AS COURT OF PROTECTION DEPUTY (APPROXIMATELY 6 MONTHS FROM APPLICATION TO APPOINTMENT)

Q2(a) WHAT DOES Q1a RELATE TO?

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
X (H)	(M)	(L)

(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?

Because they internal need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an basis i.e. Staff
X (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18) →	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Any other age group (18+) →	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
Disability →	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment →	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Marriage & civil partnership →	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>

Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>

Q4 HAVE YOU / WILL YOU UNDERTAKE ANY PUBLIC CONSULTATION AND ENGAGEMENT RELATING TO THE INITIATIVE?

YES X NO (If NO, you need to consider whether you should be undertaking consultation and engagement – please see the guidance)

If yes, please provide details below

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility <input type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility X (L)
---	---	-------------------------

(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION?
(Consider the following impacts – legal, financial, political, media, public perception etc...)

High risk <input type="checkbox"/> (H)	Medium risk <input type="checkbox"/> (M)	Low risk X (L)
---	---	-------------------

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

Q7 HOW DID YOU SCORE?

Please tick the relevant box

**MOSTLY H and/or M → HIGH PRIORITY → EIA to be completed
Please go to Section 2**

**MOSTLY L → LOW PRIORITY / NOT RELEVANT → x Do not complete EIA
Please go to Q8 followed by Section 2**

Q8 If you determine that this initiative is not relevant for a full EIA report, you must provide adequate explanation below. In relation to the Council's commitment to the UNCRC, your explanation must demonstrate that the initiative is designed / planned in the best interests of children (0-18 years). For Welsh language, we must maximise positive and minimise adverse effects on the language and its use. Your explanation must also show this where appropriate.

All service users in this client group currently pay an operational cost of £5 per month to cover Lloyds Bank overheads for managing their finances under a virtual banking system, expected to reduce to £3 per month after year one. The new support charge would be an additional £5 per week taken retrospectively once all income and assets are accessible as Court of Protection Deputy, but will be subject to appeal on a case by case basis if this causes hardship to mitigate against any potential discrimination claim (i.e. that a charge of £5 per week is unfair). Any waiver or appeal will be means tested, based on an evidenced budget plan showing income and expenditure, including living expenses, debts and contingencies, submitted by the case officer and decided by

the Unit manager. The Unit has a Welsh speaking case officer if required to support service users who converse in Welsh as a first language.

Section 2

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email – no electronic signatures or paper copies are needed.

Screening completed by:
Name: IAN JONES
Job title: MANAGER – CLIENT PROPERTY AND FINANCE UNIT
Date: 17.06.16
Approval by Head of Service:
Name:
Position:
Date:

Please return the completed form to accesstoservices@swansea.gov.uk

Report of the Cabinet Member for Education

Cabinet - 15 December 2016

CONTRACT AWARD REPORT TENDER FOR THE PROVISION OF HOME TO SCHOOL TRANSPORT SERVICES

Tender Reference Number: CCS/16/027 (SH 17-22)

Purpose:	This report details the outcome of recent tenders for Home to School Transport services for mainstream pupils and seeks approval to award contracts.
Policy Framework:	Policy on the Provision of Home to School Transport; Contract Procedure Rules.
Reason for Decision:	To comply with Contract Procedure Rules and to allow contracts to be arranged with contractors, and for schools and parents to be notified.
Consultation:	Legal, Commercial Services, Finance and Access to Services.
Recommendation(s):	It is recommended that: (i) the tender prices recommended by the Tender Evaluation Panel and set out in Schedule B be accepted as representing the Most Economically Advantageous Tenders. (ii) contracts be awarded to the companies as set out in Schedule B.
Report Author:	Catherine Swain
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Phil Couch

1.0 Introduction

- 1.1 Thirty one Home to School Transport contracts for mainstream pupils at various primary and secondary schools expire at the half term holiday in February 2017. Tenders have therefore been invited for replacement contracts requiring vehicles of various seating capacities. These contracts are for the term of 27th February 2017 to February 2021, with an option to extend for up to an additional 12 months.
- 1.2 The replacement contracts include an additional four combination options. A summary of the replacement contracts is detailed in Schedule A.
- 1.3 The estimated value of the new contracts over their maximum term of 60 months is approximately £4,278,650. The Cabinet Member has requested that Cabinet approval be sought to award these contracts.

2.0 Procurement Process

- 2.1 The estimated value of the new contracts over their term exceeds the European Union threshold under the Public Contract Regulations 2015. The contracts were advertised in the Official Journal of the European Union (OJEU) via Sell2Wales.
- 2.2 The 'open' procedure was selected.
- 2.3 The Invitation to Tender (ITT) was issued on 9th August 2016 to Public Service Vehicle (PSV) Operators via the eTenderWales Portal.

3.0 Tenders Received

- 3.1 Nineteen companies submitted tenders by the return date of 9th September 2016.
- 3.2 The tenders were opened by Commercial Services in accordance with Contract Procedure Rules.

4.0 Evaluation

- 4.1 Tenders were evaluated by two Officers of the Council's Transportation Group with support from an Officer of the Commercial Services Team.
- 4.2 Tenderers 7, 15 and 18 submitted incomplete tenders and were therefore rejected.
- 4.3 The evaluation was undertaken in accordance with the criteria set out in the Invitation to Tender documents as a two stage process.

4.4 At stage one of the process, the Council undertook a Quality evaluation to ensure tenderers were able to demonstrate a minimum understanding of key operational requirements. The Quality evaluation was based on the assessment of six Method Statement questions, as follows:

- Staff Training and Competence
- Supervision of Staff
- Staff Resources
- Vehicle Resources
- Emergency Operating Procedures
- Inclement Weather Operating Procedures

4.5 Tenderers were required to achieve a minimum score of 18 from the maximum 30 marks available for the six Method Statement questions in order to proceed to the Price evaluation. Tenderers failing to achieve a score of at least 18 would be rejected without further evaluation.

4.6 At stage two of the process, tenderers who achieved the required marks in the Quality evaluation proceeded to the Price evaluation.

4.7 The Council ranked tenderers for each Lot on the basis of the Price evaluation only (i.e. to the Tenderers attaining the highest score for the Price for each Lot / Lot Combination).

4.8 For each Lot / Lot Combination, the lowest tender price received was allocated the maximum score of 100 and the remaining tender prices were scored downwards according to their relationship with the lowest price.

4.9 Contracts are to be awarded subject to the tenderers' availability of appropriate PSV Operator Licence discs (such a disc has to be displayed on each vehicle operating a contract).

4.10 In terms of the prices tendered:

Tenderer 1 submitted the lowest prices for Lots 5 and 6 individually and also tendered a slightly lower combination price for both Lots as a Lot Combination. Tenderer 1 is therefore the recommended tenderer for both Lots on the basis of the combination price.

Tenderer 3 has resources to undertake four contracts but was the highest scoring tenderer for five Lots. As a result, the differentials between the tender prices submitted by Tenderer 3 and the next lowest tender prices were analysed to determine which provided the best value for the Council. As a consequence, Tenderer 3 is the recommended tenderer for Lots 2, 11, 12 and 18. Tenderer 16 tendered a slightly higher price than Tenderer 3 for Lot 16. However, on the basis of comparing the price differentials, Tenderer 16 is the recommended tenderer for Lot 16.

Tenderers 5 and 14 tendered the same price for Lot 28. Tenderer 5 attained a higher Quality Score and is therefore the recommended tenderer for this Lot.

Tenderers 13 and 14 tendered the same price for Lot 13. Tenderer 13 attained a higher Quality Score and is therefore the recommended tenderer for this Lot.

Tenderer 13 tendered the lowest prices for Lots 24 and 25 individually and also tendered a slightly lower combination price for the Lots. Tenderer 13 is therefore the recommended tenderer for both Lots on the basis of the combination price.

The combination prices tendered by Tenderers 4, 6, 8, 9, 13, 14 and 17 for Lots 1, 2 and 3 were more expensive than the individual prices tendered by Tenderer 3 for Lot 2, by Tenderer 8 for Lot 1 and by Tenderer 13 for Lot 3. Tenderers 3, 8 and 13 are therefore the recommended tenderers for these Lots.

The combination prices tendered by Tenderers 4, 5, 6, 9, 13, 14, 16 and 17 for Lots 30 and 31 were more expensive than the individual prices tendered by Tenderer 6 for Lot 30 and by Tenderer 16 for Lot 31. Tenderers 6 and 16 are therefore the recommended tenderers for these Lots.

4.11 In terms of tenderers' available resources, clarification was sought from Tenderers 2 and 13 with regard to the number of available PSV Operator Licence discs. The maximum number of contracts for which these are the recommended tenderers therefore takes this into account.

4.12 The contracts recommended for award are detailed in Schedule B.

5.0 Outcome of Evaluation

5.1 Thirty of the thirty one contracts are to be awarded as follows:

- 26 as individual Lots
- 4 as two combinations of two Lots

The thirty first contract (Lot 23 - Contract 701) is not being let. This is because the number of children on the contract has reduced from the start of the 2016/2017 Academic Year and it has been possible to accommodate them on another contract from 1st January 2017. This arrangement will continue on a permanent basis.

6.0 Equality and Engagement Implications

6.1 An Equality Impact Assessment Screening Form was completed for the re-tendering exercise, with the agreed outcome that a full Equality Impact Assessment report is not required. This is because 30 of the 31 current contracts are to be re-let, and the children on the contract not being awarded are to be accommodated on an existing service. In addition, all of the pupils who use the existing services will continue to be able to do so.

7.0 Financial Implications

7.1 The total of the tender prices recommended for acceptance is £4,386.50 per day / £833,435.00 per annum (based upon 190 Schooldays). The estimated value of the contracts over their full term, including use of the 12 month maximum extension, would be £4,278,650.21, which makes provision for indexation of contract prices at an estimated 2% per annum from September 2018. This compares to current prices of £4,935.00 per day / £941,070.00 per annum (based upon 190 Schooldays). The potential savings are therefore approximately £107,635.00 per annum and approximately £549,045.00 over the maximum five year term provided all the recommended tenderers accept the contracts..

8.0 Procurement and Legal Implications

8.1 The Responsible Officer is satisfied that the tender process has been undertaken in compliance with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules, and recommends approval in accordance with those Rules.

8.2 The contracts are to be prepared by the Head of Legal and Democratic Services. All contractual liabilities / obligations will be covered by the contract documentation.

Background Papers: None.
Appendices: Schedule A – Details of Individual and Combination Contracts
Schedule B – Individual and Combination Contracts Recommended for Award

Tender for the Provision of Home to School Transport Services

Schedule A – Page 1

Details of Individual Contracts

Lot No(s)	Contract No(s)	School(s) Served	Vehicle Specification(s)
1	303	Gowerton	49 seats
2	305	Gowerton	49 seats
3	308	Gowerton	49 seats
4	329	Pontarddulais Comp	49 seats
5	330A	Pontarddulais Comp	49 seats
6	330B	Pontarddulais Comp	70 seats
7	332A	Pontarddulais Comp	70 seats
8	344	Ysgol Gynradd Gymraeg Pontybrenin	15 seats + PA
9	350	Ysgol Gyfun Gwyr	70 seats
10	356	Ysgol Gyfun Gwyr	70 seats
11	358	Ysgol Gyfun Gwyr	70 seats
12	359	Ysgol Gyfun Gwyr	70 seats
13	362	Ysgol Gyfun Gwyr	70 seats
14	363	Ysgol Gyfun Gwyr	70 seats
15	369	Ysgol Gyfun Gwyr	15 seats + PA
16	604	Bishop Vaughan R C Comp	49 seats
17	610	Bishop Vaughan R C Comp	33 seats
18	612	Bishop Vaughan R C Comp	49 seats
19	670	St David's R C Primary	15 seats + PA
20	671	St David's R C Primary	15 seats + PA
21	681	Ysgol Gynradd Gymraeg Llwynderw	15 seats + PA
22	695	St Joseph's Cathedral Primary	49 seats
23	701	Cila Primary and Olchfa	15 seats + PA
24	722	Bishopston Comp	49 seats
25	723	Bishopston Comp	49 seats
26	751	Knelston Primary	53 seats
27	815	St Illtyd's R C Primary	15 seats + PA
28	816	St Illtyd's R C Primary	28 seats + PA
29	831	Cefn Hengoed Community	49 seats
30	832A	Cefn Hengoed Community	70 seats
31	832B	Cefn Hengoed Community	53 seats

PA – Passenger Assistant

Tender for the Provision of Home to School Transport Services

Schedule A – Page 2

Combination Contracts

Lot No(s).	Contract No(s)	School(s) Served	Vehicle Specification(s)
1, 2 & 3	303, 305 & 308	Gowerton	3 x 49 seats
5 & 6	330A & 330B	Ysgol Gyfun Gwyr	1 x 49 seats and 1 x 70 seats
24 & 25	722 & 723	Bishopston Comp	2 x 49 seats
30 & 31	832A & 832B	Cefn Hengoed Community	1 x 53 seats and 1 x 70 seats

Tender for the Provision of Home to School Transport Services

Schedule B

Individual Contracts Recommended for Award

Lot No(s)	Contract No(s)	School(s) Served	Successful Tenderer(s)	Daily Rate (£)
1	303	Gowerton	8	185.00
2	305	Gowerton	3	169.00
3	308	Gowerton	13	159.00
4	329	Pontarddulais Comp	1	148.00
7	332A	Pontarddulais Comp	1	148.00
8	344	Ysgol Gynradd Gymraeg Pontybrenin	2	92.00
9	350	Ysgol Gyfun Gwyr	13	169.00
10	356	Ysgol Gyfun Gwyr	13	169.00
11	358	Ysgol Gyfun Gwyr	3	156.00
12	359	Ysgol Gyfun Gwyr	3	168.00
13	362	Ysgol Gyfun Gwyr	13	165.00
14	363	Ysgol Gyfun Gwyr	13	169.00
15	369	Ysgol Gyfun Gwyr	2	92.00
16	604	Bishop Vaughan R C Comp	16	149.00
17	610	Bishop Vaughan R C Comp	14	145.00
18	612	Bishop Vaughan R C Comp	3	147.00
19	670	St David's R C Primary	2	92.50
20	671	St David's R C Primary	2	92.00
21	681	Ysgol Gynradd Gymraeg Llwynderw	2	97.50
22	695	St Joseph's Cathedral Primary	13	160.00
26	751	Knelston Primary	13	195.00
27	815	St Illtyd's R C Primary	19	85.00
28	816	St Illtyd's R C Primary	5	145.00
29	831	Cefn Hengoed Community	16	145.00
30	832A	Cefn Hengoed Community	6	157.50
31	832B	Cefn Hengoed Community	16	145.00

Tender for the Provision of Home to School Transport Services

Schedule B

Combination Contracts Recommended for Award

Lot No(s)	Contract No(s)	School(s) Served	Successful Tenderer(s)	Daily Rate (£)
5 & 6	330A & 330B	Pontarddulais Comp	1	297.00
24 & 25	722 & 723	Bishopston Comp	13	345.00

NB Lot 23 (Contract 701) is not being recommended for award, for the reason stated in Paragraph 5.1

Agenda Item 13.

Report of the Cabinet Member for Services for Children & Young People

Cabinet – 15 December 2016

CHILDREN AND YOUNG PEOPLE PARTNERSHIP PLAN

Purpose:	The report presents a strategic partnership response for delivering priorities for Children and Young People in Swansea
Policy Framework:	The Children Act 2004; The Children and Young People's Plan (Wales) Regulations 2007; The Children & Families (Wales) Measure (2010); The Well-Being of Future Generations (Wales) Act (2015).
Reason for Decision:	The Statutory Guidance for Part 4 of the Well-being of Future Generations (Wales) Act 2015 outlines the collective role for public service boards. The Statutory Duties which can be discharged via a Local Well-being Plan are outlined in Annex A. In terms of Children and Young People Annex A outlines the legislation, duty, planning requirements and partners. The development of a Children and Young People Strategic Partnership Plan will meet the Statutory Duty and feed into the development of a Local Well-Being Plan.
Consultation:	Legal, Finance and Access to Services, Corporate Management Team, Children & Young People Partnership Board and Children & Young People.
Recommendation(s):	It is recommended that: 1) the Children and Young People's Strategic Partnership Plan be approved.
Report Author:	Jane Whitmore
Finance Officer:	Pini Patel
Legal Officer:	Stephen Holland
Access to Services Officer:	Sherill Hopkins

1.0 Introduction

- 1.1 The Statutory Guidance for Part 4 of the Well-being of Future Generations (Wales) Act 2015 outlines the collective role for public service boards. Annex A outlines the Statutory Duties which can be discharged via a Local Well-being Plan in terms of Children and Young People.
- 1.2 The development of a Children and Young People Strategic Partnership Plan will meet the Statutory Duty and feed into the development of the Local Well-Being Plan.
- 1.3 As outlined in the Children and Young People Strategic Partnership Plan an action plan will be compiled to assess the work undertaken and the way the Strategic Plan is being implemented across the Partnership and its impact on children and young people.

2.0 Partnership Plan

- 2.1 The Children and Young Peoples Strategic Partnership Plan can be found under Appendix 1.
- 2.2 The strategic plan covers;
 - Our partnership vision and aspiration for children and young people in Swansea
 - Our commitment to Child Rights and the involvement and engagement of children and young people
 - How we have taken a whole Council approach to embedding Child Rights
 - The process undertaken and links to other areas of work
 - The four strategic objectives
 - Governance
- 2.3 The Action Plan outlining the detail in delivering the Children and Young Peoples Strategic Partnership Plan can be found under Appendix 2.

3.0 Equality and Engagement Implications

- 3.1 The Children and Young People's Rights Partnership plan has been designed around a framework of the 4 guiding principles of the UNCRC and has intrinsic links between the protected characteristics outlined in the Equality Act.
- 3.2 There are 42 articles that make up the UNCRC; however the 4 guiding principle articles that represent the underlying requirement for all rights in the convention to be realised by children and young people.
- 3.3 The new Children and Young Peoples Strategic Partnership Plan is designed around Article 2 - Non-discrimination, Article 3 - Best interests of the child, Article 6 - Survival and development and Article 12 – Participation.

4.0 Financial Implications

- 4.1 Whilst there are no immediate financial implications arising from this report, it should be assumed that any resultant future spending needs will need be contained within existing budget provision and have full and due regard to the budget principles set out in 'Sustainable Swansea – Fit for the Future', the medium term financial plan and the likely levels of future budgets.

5.0 Legal Implications

- 5.1 There are no legal implications over and above those contained in Annex A of the Statutory Guidance on the Wellbeing of Future Generations (Wales) Act 2015.

Background Papers: None.

Appendices:

Appendix 1 – Children & Young People's Strategic Partnership Plan

Appendix 2 – Children & Young People's Partnership Action Plan

Children and Young People Strategic Partnership Plan 2016 - 2019

November 2016



Contents

Our Vision.....	3
Our Aspirations	3
Listening to Children and Young People.....	4
Legislation	5
Commitment to Child Rights	6
Consultation and Engagement	7
Process	8
Other Areas of Work and Interest.....	8
Framework for the Children and Young Peoples Strategic Partnership Plan	9
Strategic Objectives.....	10
Strategic Objective 1	11
Strategic Objective 2	12
Strategic Objective 3	13
Strategic Objective 4	14
Governance	15
APPENDIX 1 – Children and Young People Partnership Action 2016 - 2019	

Our Vision

All children and young people in Swansea are safe, happy and healthy and develop to achieve their full potential

This will help us achieve....

A Swansea that is a place which is more prosperous with a **skilled and well-educated** population, less characterised by the contrast and extremes of **poverty** across the city. We want **to improve well-being** so that communities **are safer, healthier, more cohesive** and **adaptable** to change so that everyone can be **enabled to reach their potential**.

Our Aspirations

The collective partnership aspirations for children and young people in Swansea are to;

- Ensure the voice of all children and young people is heard and listened to
- Embed Children's Rights across the Partnership
- Narrow the attainment gap between free school meal and non-free school meal pupils
- Intervene earlier to support young people to enter education, employment or training opportunities
- Improve the educational attainment of looked after children and young carers
- Embed a partnership approach to improve and promote health and well-being
- Provide a joined up approach of provision for children with disability, mental health and emotional well-being

Listening to Children and Young People

Every child has a right their voices heard and be listened to when decisions are being made about them; therefore it is essential that we take into considerations the views of children and young people in Swansea when developing a Children and Young People Strategic Partnership Plan.

The Big Conversation hosts a range of mechanisms for children and young people to have their voice heard. It is an opportunity for children and young people to talk about things that are important to them and at the last event children and young people from across Swansea worked together to agree priorities they would like to discuss throughout the year which are important to them.

Information from Young Wales National Priorities, the Children's Commissioner for Wales Priorities established through Beth Nesa and information collected locally from the range of mechanisms we have in place in Swansea to listen to children and young people was used to inform discussion.

The priorities for Swansea from Children and Young People are as follows;

- 1. Mental Health**
- 2. Anti-bullying**
- 3. Support in transition to adulthood, particularly for vulnerable young people**
- 4. Substance Abuse**
- 5. Housing and Homelessness**
- 6. Domestic Abuse**
- 7. Feeling Safe in School**
- 8. A Curriculum for Life**

These priorities will be reflected in the new Children and Young People Strategic Partnership Plan. Some of these priorities will sit under the set strategic objectives where the partnership will take direct action on progress. Other priorities will be notes within other areas of work where the Children and Young People Partnership Board has an interest as there is already a substantial amount of work going on around these issues, but the Children and Young People Partnership Board will maintain an interest.

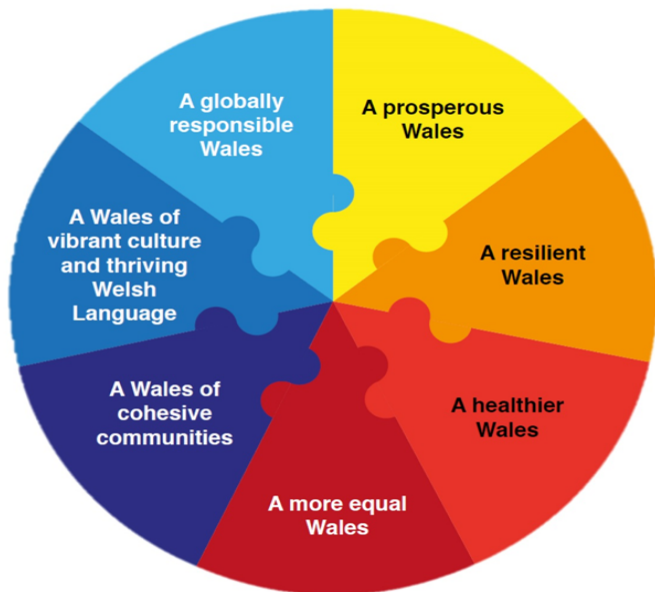
We will ensure that the views of children and young people on each of these themes are fed into the partnership or appropriate area for action and feedback is given to children and young people adhering to the National Participation Standards.

Legislation

The legislative requirements regarding a Children and Young People Strategic Partnership Plan are set out in the Children Act 2004, the Children and Young People's Plan (Wales) Regulations 2007 and the Children & Families Wales Measure (2010).

In 2015, the Well-Being of Future Generations (Wales) ¹Act became law. The Act places new requirements on Welsh Government along with 43 other public bodies across Wales to think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined up approach (*Shared Purpose, Shared Future*).

The Act is about improving the social, economic, environmental and cultural well-being of Wales, now and in the future. Public bodies need to ensure that, when making their decisions, they take into account the impact they could have on people living their lives in Wales in the future. To make sure there is a cohesive the vision, the Act puts in place **seven goals for the Well-being Future Generations (Wales) Act 2015**.



These goals provide a shared vision for the public bodies listed in the Act to work towards. Public bodies are required to carry out sustainable development by setting and achieving objectives that are designed to contribute to the achievement of the seven well-being goals. They will be expected to be more transparent in their decision making.

The Statutory Guidance for Part 4 of the Well-being of Future Generations (Wales) Act 2015 outlines the collective role for public service boards². The Statutory Duties which can be discharged via a Local Well-being Plan are outlined in Annex A of this document. In terms of Children and Young People the table on page 37 outlines the legislation, duty, planning requirements and partners. The development

¹ <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

² <http://gov.wales/docs/desh/publications/160225-spsf-3-collective-role-en.pdf>

of a Children and Young People Strategic Partnership Plan will meet the Statutory Duty and feed into the development of a Local Well-Being Plan.

The Future Generations Commissioner for Wales in collaboration with the Children's Commissioner for Wales have introduced a joint programme of work to assist public bodies in embedding UNCRC in their approach to implementing the Wellbeing of Future Generation Act. The programme which is titled 'Embedding Children's Rights for Future Generations' aims to:

- Develop a resource to assist public bodies to embed a children's rights approach and provide an explanation of how it fits with the Act and other legislative requirements such as the equalities Act 2010.
- Work with PSB's to ensure that consideration of children's rights is central to their agendas as they develop their first wellbeing plans
- Highlight the benefits of a rights based approach; focusing on effective use of resources, outcomes and cost benefits.

Commitment to Child Rights

The Statutory Guidance on children and young people's participation is outlined in Annex B (page 46) of the Shared Purpose: Shared Future Collective Role document³. This guidance is issued in accordance with Section 17 of the Children and Families (Wales) Measure 2010 and applies to Local Authorities in respect of developing local well-being plans and whenever they take decisions which might affect children and young people.

The United Nations Convention on the Rights of the Child (UNCRC) sets out the civil, political, economic, social and cultural rights of children up to the age of 18. It recognises their basic human rights and gives them additional rights to protect them from harm as one of the most vulnerable groups in society.

Welsh Government's ambition is for every child and young person in Wales to realise their rights as set out in the UNCRC. This commitment to the UNCRC is demonstrated by enshrining the Convention in legislation through the Rights of Children and Young Persons (Wales) Measure 2011.

On a local level the City and County of Swansea embedded a 'due regard' duty to the UNCRC within the Local Authorities Policy Framework and mainstreamed positive approaches to the rights of children and young people within policy functions in 2013. Swansea's Children & Young People's Rights Scheme was published in 2014 and provides an overview of the arrangements in place to demonstrate how Children's Rights are considered in everyday business.

³ <http://gov.wales/docs/desh/publications/160225-spsf-3-collective-role-en.pdf>

The ABM University Health Board has made a commitment to Children's Rights and developed their own Children's Right Charter focussing on specific articles of the UNCRC to ensure the voices of children and young people are being heard at the highest level of decision making. Other partners are also looking at how child rights can be embedded within frameworks.

Whilst the Statutory Guidance issued under the Child and Families (Wales) Measure 2010 only related to Local Authorities, working on a multi-agency partnership level is good practice and Section 25 of the Children Act 2004 places a legal duty on Local Authorities to promote cooperation with a view to improving wellbeing of children and young people in their locality.

Consultation and Engagement

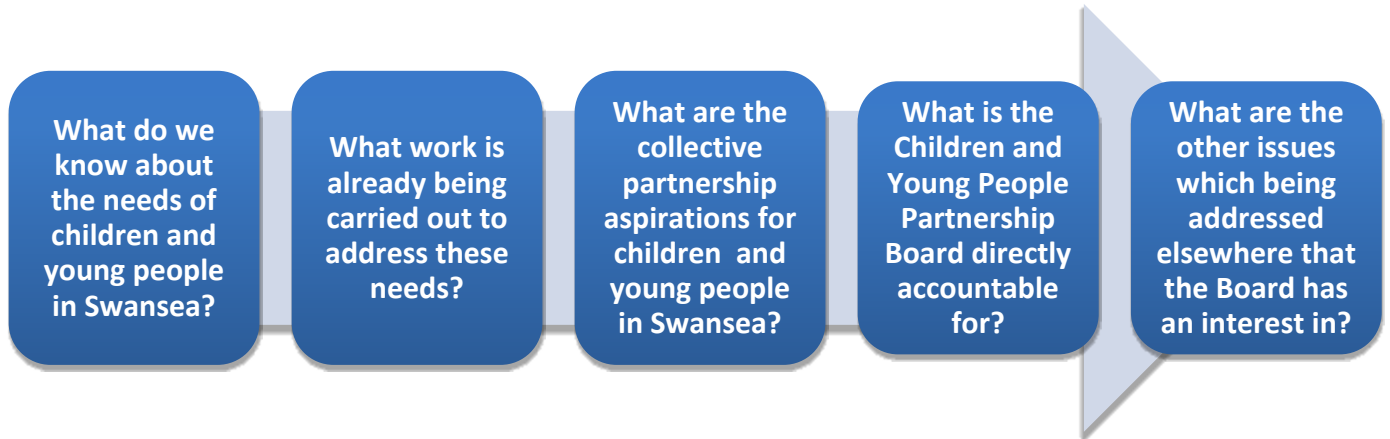
Consultation and engagement has taken place through the facilitation of a number of workshops with key stakeholder and partners. Through these workshops it was identified that there was a need for a Children and Young People Strategic Partnership Plan in Swansea to ensure we:

- Take action on cross cutting themes around Children and Young People's issues
- Invigorate the partnership working on Children and Young People's issues
- Ensuring that the Council's top priorities around safeguarding, educational attainment and poverty reduction are reflected
- Embed our commitment to Children's Rights and ensure they feature in the new arrangements for Public Service Boards
- Ensure effective reporting and governance oversight on services for Children and Young People
- Develop measurable outcomes and actions which are shared and owned across the partnership
- Reflect on the previous Children and Young People Plan

The views of children and young people have also been sought to ensure that a new plan reflects their needs and priorities which are important to them. Participation and engagement with children and young people on this agenda will continue as the action plan develops.

Process

To ensure the Children and Young Peoples Partnership Board adds value, takes actions from identified need and does not duplicate existing areas of work we worked through the following process:



Other Areas of Work and Interest

Through this process we have captured work that is already going on to address the needs of children and young people, the table below outline these key strategies.

Safe LAC Reduction Strategy	Children & Young People’s Rights Scheme
Western Bay Safeguarding Policy	Corporate Parenting Plan
Public Protection Executive	Family Support Continuum
Welsh in Education Strategy (WESP)	Early Years Strategy
QED 2020 21st Century Schools Programme	Tackling Poverty Strategy
Literacy and Numeracy Strategy	WG Tackling Poverty Programmes
NEETS Keeping In Touch Strategy	Prevention Strategy
Youth Engagement & Progression Framework	CYP Disability Strategy
Swansea Learning Partnership	Regional Learning Partnership

Again, through the process we identified other issues that are being addressed elsewhere that the Children and Young People’s Partnership Board would have an interest in, these include the following.



Framework for the Children and Young Peoples Strategic Partnership Plan

There are 42 articles that make up the UNCRC, however there are 4 guiding principle articles that represent the underlying requirement for **all rights** in the convention to be realised by children and young people. These will form the framework for our new Children and Young Peoples Strategic Partnership Plan

- **Article 2 - Non-discrimination**
- **Article 3 - Best interests of the child**
- **Article 6 - Survival and development**
- **Article 12 – Participation**

Strategic Objectives

To develop a climate where;

1. all actions concerning children and young people are carried out in their best interest (**Article 3**)
2. children and young people are provided with opportunities for development (**Article 6**)
3. positive action is taken to promote Child Rights and children and young people are listened to and involved in decision making that affects them (**Article 12**)
4. positive action is taken to protect children and young people from forms of discrimination (**Article 2**)

Each strategic objective detailed on the following pages outlining the accountability of the Children and Young People Partnership Board, the other area of interests where accountability sits elsewhere and the areas for development that the Children and Young People Partnership Board will focus on over the next three years.

These strategic objectives form the base of a three year Action Plan which will give clear outcomes, identify leads and key partners who will contribute to progressing the actions and the outcomes identified.

The Action Plan which will be developed by the Children and Young People Partnership Board to ensure strong senior buy in, ownership and responsibility. Through this process each partner will identify actions, expected outcomes, partners and strategic leads. Progress against actions will be monitored by the Children and Young People Partnership Board and an annual report produced.

Strategic Objective 1

Strategic Objective 1 – Best Interests (*Article 3*)

To develop a climate where all actions concerning children and young people are carried out in their best interest

Accountability

Early Years Development and Childcare Partnerships

Delivering improved outcomes for children and young people in Swansea

Other areas of interest where accountability sits elsewhere

Early Years Strategy
Safeguarding
Family Support Continuum Board
Domestic Abuse
Youth Offending Service
Housing and Homelessness

Areas for development and focus over the next 3 years:

- Improve the educational attainment and well-being of looked after children
- Improve the educational attainment and well-being of young carers
- Embed a partnership approach to well-being in line with the SSWB Act and FGW Act
- Provide holistic support for children, young people and families
- Promote online safety and anti-bullying

Well-being Goals Links	A prosperous Wales	A resilient Wales	A Wales of cohesive communities
------------------------	--------------------	-------------------	---------------------------------

Strategic Objective 2

Strategic Objective 2 – Survival & Development (*Article 6*)

To develop a climate where children and young people are provided with opportunities for development

Accountability

One Swansea Plan Priority:

School Attendance
School Attainment
NEETS

Play Sufficiency Assessment

Delivering improved outcomes for children and young people in Swansea

Other areas of interest where accountability sits elsewhere

Healthy Cities

Healthy Schools Scheme

Regional School Improvement Arrangements

Active Young Swansea
Substance Misuse

Areas for development and focus over the next 3 years:

- Narrow the attainment gap between free school meal and non-free school meal pupils
- Intervene earlier to support young people to enter education, employment or training opportunities
- Support vulnerable young people in transition to adulthood
- Promote access to play, leisure, sporting and cultural activities
- Prevent young people from smoking and reduce the amount of second hand smoke affecting children's health
- Develop a common framework and intervention model to address speech and language delay

Well-being Goals Links	A prosperous Wales	A Wales of vibrant culture and thriving Welsh Language	A healthier Wales
------------------------	--------------------	--	-------------------

Strategic Objective 3

Strategic Objective 3 – Participation (*Article 12*)

To develop a climate where positive action is taken to promote Child Rights and children and young people are listened to and involved in decision making that affects them

Accountability

Child Participation

Other areas of interest where accountability sits elsewhere

CCOS Children & Young People's Rights Scheme

ABMU Children's Rights Charter

Child Friendly Cities

Rights Respecting School

Areas for development and focus over the next 3 years:

- Embed Children's Rights across the Partnership
- Promote Children's rights and work with families to understand rights and responsibilities
- Promote children and young people as active citizens
- Understand the impact on outcomes of rights based practice

**Well-being Goals
Links**

**A more equal
Wales**

A resilient Wales

**A globally
responsible
Wales**

Strategic Objective 4

Strategic Objective 4 – Non-Discrimination (*Article 2*)

To develop a climate where positive action is taken to protect children and young people from forms of discrimination

Accountability

Promoting and improving the well being of all children, 0-19 (in some instances up to 25)

Other areas of interest where accountability sits elsewhere

Poverty Strategy

City of Sanctuary

Strategic Equality Plan

Areas for development and focus over the next 3 years:

- Provide a joined up approach of provision for children with mental health and emotional well-being needs
- Integrate work for children and young people with disabilities and additional learning needs across partner agencies
- Ensure children and young people are protected from the impact of discrimination under the Equality Act 2010, covering all nine of the protected characteristics

Well-being Goals Links

A more equal Wales

A Wales of cohesive communities

A healthier Wales

Governance

The Children and Young Peoples Partnership Board will work with statutory, voluntary and community sector providers and reflect the Public Service Board priorities to ensure that agencies in Swansea are working together to achieve good outcomes for Children and Young People.

To achieve this it will:

- Ensure effective leadership for the Children and Young People agenda within each represented organisation
- Own the overview of all Children and Young People related challenges in the One Swansea Plan and beyond
- Monitor population indicators of Children and Young People in order to target resources effectively
- Monitor service level data and develop an understanding of what works
- Actively seek and take into account the views of Children and Young People in developments
- Ensure that action plans for the challenges are in place and are closely monitored and reported and ensure risks and issues identified and managed
- Seek opportunities to influence strategic developments / budgetary decisions including operating beyond organisational boundaries for the wider benefit of Children and Young People.
- Ensure a visible presence via providing accessible information for partners and for the public

Membership of the Children and Young Peoples Partnership Board
Cabinet Member for Service for Children & Young People
City & County of Swansea Director of People
Cabinet Member for Education
Cabinet Member for Wellbeing and Healthy City
Director of Swansea Council for Voluntary Services
Secondary Head Representative
Primary Head Representative
Director of Swansea Locality, ABMU Health Board
ABMU Health Board
Chief Superintendent South Wales Police
Director of Swansea Bay Racial Equality Council
Principal of Gower College Swansea
Public Health Wales
Western Bay YOS Manager
City & County of Swansea Chief Social Services Officer
City & County of Swansea Chief Education Officer
City & County of Swansea Head of Service Poverty & Prevention
City & County of Swansea Head of Service Child & Family
City & County of Swansea Head of Learner Support Service
City & County of Swansea Early Intervention Manager
City & County of Swansea Partnership, Performance and Commissioning Manager
City & County of Swansea Young Peoples Service Manager

Children and Young People's Partnership – Action Plan 2016 -2019

November 2016

City and County of Swansea
Dinas a Sir Abertawe



The Children and Young People Strategic Partnership Action Plan

The Action Plan has been developed by the Children and Young People Partnership Board to ensure strong senior buy in, ownership and responsibility. Through this process each partner has identify actions, expected outcomes, partners and strategic leads.

The priorities identified by Children and Young People in Swansea have also been reflected within the action plan, and the objective that covers the development work needed for each of these priorities are notes in bold in the 'Area for Development' column.

Progress against actions will be monitored by the Children and Young People Partnership Board and an annual report produced.

Strategic Objective 1 – Best Interests (Article 3)					
To develop a climate where all actions concerning children and young people are carried out in their best interest					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
1) Improve the educational attainment and well-being of looked after children	<p>1. Ensure educational needs of newly accommodated children are robustly considered when planning placement plans for them so their continued educational needs are met wherever possible with the same educational provision. (Corporate Parenting Strategy 2015 -2017)</p> <ul style="list-style-type: none"> • Personal Education Plans are in place within 20 school days of individual pupils becoming looked after. • Looked after children are supported to improve attendance in education as required • Looked after children are supported to engage in all education opportunities 	<p>To be reviewed at the end of academic year</p> <p>July 2017</p> <p>July 2017</p> <p>July 2017</p>	<p>Education C&F</p> <p>Looked after children Health Team</p> <p>SQU (SSD's Service Quality Unit)</p>	<p>Nick Williams (Education CCoS)</p> <p>(Sue Phillips Education CCoS)</p> <p>Julie Thomas (Child & Family Services CCoS)</p>	<p>Looked After Children Education Group</p>

Strategic Objective 1 – Best Interests (Article 3)					
To develop a climate where all actions concerning children and young people are carried out in their best interest					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
	<p>available to them.</p> <ul style="list-style-type: none"> • Training is provided to carers to enable them to provide support with homework for looked after children in their care. • One-to-one support sessions are provided for looked after children in Years 10 and 11 as required. • After school home tuition is provided for looked after children in Years 10 and 11 when required. <p>2. Assess the impact of the LAC Pupil Deprivation Grant.</p>	<p>July 2017</p> <p>July 2017</p> <p>July 2017</p> <p>Sept - Dec 2017</p>		Nick Williams (Education CCoS)	Looked After Children Education Group
2) Improve the wellbeing and coordination of services for young carers	<p>1. Undertake population needs assessment for Young Carers</p> <p>2. Develop a multi-agency strategy and action plan for Identifying and delivering support to Young Carers (In partnership with Young Carers)</p> <p>3. Refresh Commissioning strategy for Young</p>	<p>Dec 2016</p> <p>April 2017</p> <p>April 2017</p>	P&P Education 3 rd Sector	Gavin Evans, Young People’s Services, CCoS (Cathy Richards, Adult Services, CCoS)	Young Carers Action Group

Strategic Objective 1 – Best Interests (Article 3)					
To develop a climate where all actions concerning children and young people are carried out in their best interest					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
	Carers services (In partnership with Young Carers) 4. Ensure each school in Swansea has a designated lead teacher and Lead Governor for Young Carers	June 2018			
3) Embed a partnership approach to well-being in line with the SSWB Act and FGW Act	<ol style="list-style-type: none"> 1. Undertake an Well Being assessment to inform the development of a Wellbeing plan for Swansea 2. Engage with children and young people to ensure their involvement in the development of the Wellbeing plan 3. Align the aspirations of the Children & Young Peoples Partnership plan to the Wellbeing plan for Swansea 	<p>March 2017</p> <p>March 2017</p> <p>March 2017</p>	Public Service Board	Jane Whitmore, Poverty & Prevention, CCoS (Tanya Nash, Sustainable Development, CCoS) (Rachel Evans Adult Services, CCoS)	FGW Act/ SSWB Act Project Group/PSB Planning Groups
4. Provide holistic support for children, young people and families (Family Support)	<ol style="list-style-type: none"> 1. Implement the recommendations of the Family Support Commissioning review. <ul style="list-style-type: none"> • Provide timely support to families that promotes resilience, independence and engagement with their local community 	March 2017	C&F/YPS/EI/ 3 rd Sector	Julie Thomas, Child and Family Services CCoS Jane Whitmore,	Family Support Continuum Steering Group

Strategic Objective 1 – Best Interests (Article 3)					
To develop a climate where all actions concerning children and young people are carried out in their best interest					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
CYP Priority – Feeling Safe in School and Domestic Abuse	<ul style="list-style-type: none"> Develop a commissioning strategy across the continuum of need. Strengthen the early intervention and preventative services that already exist within the City and County of Swansea, and where necessary realign them, to support the prevention /wellbeing of vulnerable children and families at a time of identified need. Provide a consistent approach across the authority that is understood by families, and service providers across the continuum and includes a proportional joint assessment, performance management framework, threshold document. <p>2. Extend a pilot Family Wellbeing Team to develop a consistent and coordinated approach to working with vulnerable children YP and their families</p> <ul style="list-style-type: none"> Ensure the development of a skilled workforce Agree and implement processes to 	March 2017	C&F/YPS/EI/ 3 rd Sector	<p>Poverty & Prevention, CCoS</p> <p>Julie Thomas, Child and Family Services CCoS</p> <p>Jane Whitmore,</p>	Family Support Continuum Steering Group

Strategic Objective 1 – Best Interests (Article 3)					
To develop a climate where all actions concerning children and young people are carried out in their best interest					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
	manage the identification of need, prevent duplication, and manage the flow, demand and prioritisation of work. <ul style="list-style-type: none"> • Develop a means of evaluating the impact of a coordinated approach in the Pilot area 			Poverty & Prevention, CCoS	
5. Ensure and joined up approach to online safety and anti-bullying in line with safeguarding procedures. CYP Priority – Anti-bullying	1. Map out existing support services through the Young People and Family Wellbeing subgroup 2. Ensure a consistent message is promoted across the partnership	October 2016 March 2017	P&P 3 rd Sector/ Education/Police/ YOS	Gavin Evans, Young People’s Services, CCoS (Paul Henwood, Education, CCoS) (Mike Holding, Child and Family Services, CCoS) (Leanne Bartlett, SW Police)	Young People and Family Wellbeing subgroup

Strategic Objective 2 – Survival & Development (Article 6)					
To develop a climate where children and young people are provided with opportunities for development					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
1) Narrow the attainment gap between free	1. Evaluate the impact of the pupil deprivation grant on those living in poverty	July 2017	Poverty Forum/ Education	Helen Morgan – Rees, Education	Poverty Forum

Strategic Objective 2 – Survival & Development (Article 6)					
To develop a climate where children and young people are provided with opportunities for development					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
<p>school meal and non-free school meal pupils</p> <p>CYP Priority – Housing and Homelessness</p>	<p>2. Ensure the impact of poverty for children, young people and families is reflected in the Poverty Strategy and Action Plan</p>			<p>CCoS</p> <p>Rachel Moxey, Poverty and Prevention CCoS</p>	
<p>2) Intervene earlier to support young people to enter education, employment or training opportunities</p> <p>CYP Priority – Curriculum for Life</p>	<p>1. Young People and Family Wellbeing group to take responsibility for early identification of NEET and transition at 16, feeding directly into NEET Board</p> <ul style="list-style-type: none"> Development of the Engagement and Progression Framework for school age and transition led by Young person and family sub-group. <p>2. Alignment with the Family Support Continuum Commissioning review</p> <p>3. Contribute to the development of the EOTAS Proposal by fulfilling the role of the proposed Action Group 5 ‘Support for Young People and Families’.</p>	<p>March 2017</p> <p>March 2017</p> <p>Sept. 2017</p>	<p>Education/YPS/ Schools/ Gower College/ Careers/ JCP</p>	<p>JoAnn Walsh, KIT project, Careers Wales</p> <p>Gavin Evans, Youth Services, CCOS</p> <p>Nick Williams, Education CCoS</p>	<p>NEETS Board</p> <p>Young People and Family Wellbeing Group</p> <p>EOTAS Project Group</p>

Strategic Objective 2 – Survival & Development (Article 6)					
To develop a climate where children and young people are provided with opportunities for development					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
	4. Align with ERW regional arrangements and the development of Cam Nesa and Cynnydd.	March 2017		Lindsay Harvey, Education CCoS	NEETS Board
3) Support vulnerable young people in transition to adulthood and enhance skills for life CYP Priority – Transition to Adulthood and Substance Abuse	1. Formation of an operational 16+ Service Provider Group 2. Co-location of key 16+ services on the Kingsway (InfoNation) to provide a new collaborative front of house service for young people. 3. Continued development of coproduction opportunities	Sept 2016 Nov 2016 Ongoing	Post 16 LAC/ YPS/ Education? 3 rd Sector	Julie Thomas, Child and Family Services CCOS Gavin Evans, Young People’s Services CCoS	Post 16 LAC Group 16+Strategic Management Group
4) Promote access to play, leisure, sporting and cultural activities	1. Increase participation in a wide variety of formal and informal sport and physical activity opportunities 2. Ensure leisure, sporting and cultural opportunities are designed in consultation with Children and Young People to meet their needs 3. Prioritise opportunities that encourage	Biennial Annually Annually	Play Network / 3 rd Sector/ Cultural Services	Sian Bingham, Early Intervention CCoS (Stephen Cable, Play Team CCoS) Tracey McNulty, Cultural Services	Creative & Active Swansea (Healthy Cities) Play Network

Strategic Objective 2 – Survival & Development (Article 6)					
To develop a climate where children and young people are provided with opportunities for development					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
	<p>participation by the least active.</p> <p>4. Increase awareness of the benefits of participation in sport and physical activity and the opportunities available</p> <p>5. Empower children and young people to lead in the delivery of healthy lifestyle opportunities through the young ambassador’s programme.</p> <p>6. Ensure sufficient play opportunities for children & young people in line with requirements of the Play Sufficiency Duty</p> <ul style="list-style-type: none"> • Achieve and report on 2016/17 Plan actions • Achieve and report of 2017/18 Plan Actions • Undertake 2019 Play Sufficiency Assessment in line with requirements 	<p>Annually</p> <p>Annually</p> <p>March 2017 March 2018 March 2019</p>		<p>CCoS (Ian Beynon, Sports Development Manager, CCoS)</p>	
5) Prevent young people from smoking and reduce the amount of second hand smoke	<p>1. Continue actions on smoke free spaces with smoke free gates voluntary action using pupil developed signs working with parents and governors November 2016 launch.</p> <p>2. Evaluation of smoke free beaches and play</p>	<p>Nov 2016</p> <p>March 2017</p>	Public Health Wales/ ABM HB	<p>Nina Williams, Public Health Wales</p>	Tobacco Control Action Forum

Strategic Objective 2 – Survival & Development (Article 6)					
To develop a climate where children and young people are provided with opportunities for development					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
<p>affecting children's health</p> <p>CYP Priority – Substance Abuse</p>	<p>areas as per Swansea Smoke-Free Action plan 14-17</p> <p>3. Continue to educate tobacco retailers about their legal responsibilities to prevent sales of tobacco to people under the age of 18 by implementing consistent age challenges and refusals</p> <ul style="list-style-type: none"> • Monitor compliance • Take regulatory action as required <p>4. Evaluation of the regulations implemented to prevent smoking in cars when children are present as part of the smoke free school gates voluntary action to measure awareness and understanding</p>	<p>Annually as part of the statutory responsibility of the Council</p> <p>March 2017</p>	<p>City & County of Swansea/Public Health Wales/ABMU-HB</p> <p>Public Health/Wales ABMU/HB</p>	<p>Divisional Trading Standards Officer-City & County of Swansea</p> <p>Divisional Trading Standards Officer City & County of Swansea</p>	<p>Tobacco Control Action forum</p> <p>Tobacco Control Action forum</p>
<p>6) Develop a common framework and intervention model to address speech and language delay</p>	<p>1. To develop a business case for the Prevention Plan to ensure every child and young person can maximise their speech and language skills for the Prevention Plan. This is awaiting decision on Funding and partnership with Health</p> <p>Subject to funding:</p> <ul style="list-style-type: none"> • Planning of tools and interventions 	<p>October 16</p> <p>tbc</p>	<p>Education /EI Service /Health</p>	<p>Alison Clark, Speech and Language ABMU Sian Bingham, Early Intervention CCoS Mark Sheridan,</p>	<p>Speech and Language (Early Years/ Healthy Cites)</p>

Strategic Objective 2 – Survival & Development (Article 6)					
To develop a climate where children and young people are provided with opportunities for development					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
	<ul style="list-style-type: none"> Recruitment of staff Training of staff Implementation of service 	tbc tbc tbc		Education, CCoS	

Strategic Objective 3 – Participation (Article 12)					
To develop a climate where positive action is taken to promote Child Rights and children and young people are listened to and involved in decision making that affects them					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
1. Embed Children's Rights across the Partnership	1. Collate and align the collective partnership picture of each Public Bodies commitment to Child Rights 2. Map all monitoring processes in place to understanding the impact of embedding a Child Rights approach on children and young people in Swansea	March 2017	CCoS/ Health/ Police/3 rd Sector	Jane Whitmore, Poverty and Prevention CCoS	Children's Rights Network
2. Promote Children's rights and work with families to understand rights	1. Promote Child Rights understanding with parents/carers and families to ensure the Rights of the Child are not misinterpreted. 2. Link Child Rights to safeguarding explicitly to	Sept 2017 Jan 2017	Children's Rights Network/ Family Support Services/	Jane Whitmore, Poverty and Prevention CCoS	Children's Rights Network

Strategic Objective 3 – Participation (Article 12)					
To develop a climate where positive action is taken to promote Child Rights and children and young people are listened to and involved in decision making that affects them					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
and responsibilities	create an understanding why children have additional rights to protect them as one of the most vulnerable groups of society		Schools/ Gower College		
3. Promote children and young people as active citizens	<p>1. Facilitate the participation of children and young people to promote active citizenship and recognise the value and importance of listening to what they have to say about decisions that affect them.</p> <p>2. Offer inclusive, safe and meaningful opportunities for children and young people to exercise their right to voice delivered through a variety of mechanisms which are inclusive, meaningful and right for the widest number of children and young people, regardless of their race, gender, sex, class, maturity or ability</p>	<p>March 2017</p> <p>Ongoing</p>	CCoS/ 3 rd Sector/ Health/ Police/ Schools	Jane Whitmore, Poverty and Prevention CCoS	Children's Rights Network
4. Understand the impact on outcomes of rights based practice	<p>1. Ensure effective political oversight of the Children & Young People's Rights Scheme through the;</p> <ul style="list-style-type: none"> • Scrutiny Programme Committee • external partnership arrangements • children and young people monitoring group 	Dec 2017	UNICEF/ University/ Schools	Jane Whitmore, Poverty and Prevention CCoS (Julie Gosney, Children's Participation CCoS)	UNCRC Action Plan

Strategic Objective 3 – Participation (Article 12)

To develop a climate where positive action is taken to promote Child Rights and children and young people are listened to and involved in decision making that affects them

Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
	<ul style="list-style-type: none"> Children’s Commissioners Office publication of the UNCRC progress report <p>2. Ensure we are able to evidence the difference a child rights approach has made measured through the development of a performance framework</p>				

Strategic Objective 4 – Non-Discrimination (Article 2)

To develop a climate where positive action is taken to protect children and young people from forms of discrimination

Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
<p>1. Provide a joined up approach of provision for children with mental health and emotional well-being needs</p> <p>CYP Priority – Mental Health</p>	<p>1. Extension of the Family Wellbeing Team pilot to provide a consistent and coordinated approach to service provision, extending partnership with Health</p> <p>2. A coordinated response across service providers and wellbeing leads from schools through the Young people and family wellbeing group. (YP&FWG)</p> <p>3. Contribution to the ALN/SEN Commissioning Review through the YP & FWG</p>	March 2017	C&F/ Education/Health/ 3 rd Sector Providers	<p>Julie Thomas, Child and Family Services CCoS</p> <p>Mark Sheridan, Education Inclusion CCoS</p>	<p>Family Support Continuum Steering Group</p> <p>Young Person and Family Wellbeing Group</p>

Strategic Objective 4 – Non-Discrimination (Article 2)					
To develop a climate where positive action is taken to protect children and young people from forms of discrimination					
Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
	4. Contribution to the upcoming behaviour strategy through the YP & FWG				
2. Integrate work for children and young people with disabilities and additional learning needs across partner agencies	1. Finalise and approve the Swansea Disability Strategy through a multi-agency approach.	March 2017	C&F/ Education/Health/ 3 rd Sector Providers	Julie Thomas, Child and Family Services CCoS (Nicola Rogers, Child and Family Services CCoS)	Disability Strategy Group
3. Ensure children and young people are protected from the impact of discrimination under the Equality Act 2010, covering all nine of the protected characteristics CYP Priority – Curriculum for	1. Make explicit the link between the UNCRC articles within the Rights Respecting Schools framework and the nine protected characteristics of the Equality Act to promote diversity, equality and Community Cohesion 2. Support work with children and young people in terms of promoting awareness and challenging discrimination in schools. 3. Undertake a mapping exercise across to understand how all partners promote equality and diversity awareness with children and young people to ensure there is no duplication and all	July 2019 July 2019	3 rd Sector/ Local Authority	Taha Idris, SBREC Rocio Cifuentes, EYST Jane Whitmore, Poverty and Prevention CCoS	CYP Third Sector Forum. Existing Equality Groups.

Strategic Objective 4 – Non-Discrimination (Article 2)

To develop a climate where positive action is taken to protect children and young people from forms of discrimination

Area for Development	SMART Objective	Timeframe	Partners	Strategic Lead	Existing Groups
Life	nine protected characteristics of the Equality Act 2010 are covered. (Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation) <ul style="list-style-type: none">• Undertake the survey and mapping exercise to determine what is currently being covered.• Develop and implement an action plan to address any areas for development identified in the survey.	July 2017 Dec 2017			

Report of the Cabinet Member for Education

Cabinet – 15 December 2016

ESTABLISHMENT OF SPECIALIST TEACHING FACILITIES FOR PUPILS WITH AUTISTIC SPECTRUM DISORDER (ASD)

Purpose:	To seek approval to consult on a proposal to establish three new specialist teaching facilities (STFs) in schools from January 2018
Policy Framework:	Corporate priorities: <ul style="list-style-type: none">• Improving pupil attainment• Safeguarding vulnerable people
Reason for Decision:	To meet need and reduce pressure on existing specialist places. Approval must be sought prior to statutory consultation on the proposals.
Consultation:	Finance, Legal and Access to Services
Recommendation(s):	It is recommended that: <ol style="list-style-type: none">1) Approval is given to consult on the establishment of specialist teaching facilities (STFs) at three schools (Birchgrove Comprehensive School, Portmead Primary School and Duvant Primary School) in January 2018 for learners with Autistic Spectrum Disorder (ASD).2) Agreement is given to seek additional corporate funding to support the establishment of these STFs (both capital and revenue).3) Cabinet considers responses following the consultation period.
Report Author:	Lindsay Harvey
Finance Officer:	Pini Patel and Jayne James
Legal Officer:	Stephanie Williams
Access to Services Officer:	Sherill Hopkins

1. Introduction

- 1.1 Diagnosis of Autistic Spectrum Disorder (ASD) is on the increase nationally. Currently, approximately 1 in 60 children and young people are being diagnosed with ASD in the UK. This figure has been checked and confirmed by local health colleagues.

- 1.2 In August 2016, there were 413 primary and secondary-phase pupils with statements of special educational needs (SEN) and a diagnosis of ASD in Swansea.
- 1.3 81 pupils were in designated ASD specialist teaching facilities (STFs) hosted by mainstream schools.
- 1.4 The City and County of Swansea's inclusive education principles over the last 20 years have driven the creation of STFs in mainstream schools wherever possible. This is in line with the principles laid out in the 1996 Education Act and the SEN Code of Practice 2002.
- 1.5 In addition, of the 179 planned places in moderate learning difficulties/severe learning difficulties (MLD/SLD) primary school-based STFs across Swansea, there were 41 pupils whose primary diagnosis is ASD.
- 1.6 At secondary phase, MLD-SLD provision (of 128 places), there were 16 pupils with ASD.
- 1.7 In August 2016, there were currently 46 primary school-aged pupils on a pending list for moderate ASD places and, of these, 39 were being taught in mainstream classes with additional teaching assistant (TA) support. There were four pupils on the pending list for the same type of secondary school-age provision.
- 1.8 There were potentially 66 pupils in this period seeking placement who are currently in primary school ASD STFs, MLD/SLD STFs or mainstream classes.
- 1.9 We are currently only able to offer four places each September to meet this need.
- 1.10 Table 1 (below) provides further information in respect of the growing demand for ASD STF provision at secondary level over the next five academic years.

Table 1 Demand for Year 7 ASD STF provision for the next five years up to and including the 2020-2021 academic year

	ASD STF	MLD STF	Pending list	Total
September 2017	3	3	4	10
September 2018	8	6	0	14
September 2019	6	2	4	12
September 2020	3	8	3	14
September 2021	5	6	5	16

2. Background

2.1 In response to the increased need identified above there is a requirement to address the additional ASD specialist places required for pupils from Swansea.

2.2 An options paper has been produced (see Appendix A) to review the most appropriate way of addressing this increased need. The following main options are available:

Option 1 Do nothing

Option 2 Establish new ASD STF provision/s to support increased demand

Option 3 Increase planned pupil places in existing STF provisions

Option 4 Change designation of current STF provision

Option 5 Schools work collegiately to set up and host specialist provisions within a cluster

Option 6 Accommodate identified pupils in special schools

Option 7 Increase out-of-county placements

3. Risk

3.1 If provision is not increased:

- learners with ASD whose needs have been assessed as requiring an ASD STF placement will not receive the appropriate provision in order to meet their complex needs. This will have a significant impact on those pupils' wellbeing and reaching their potential in life;
- there would be a negative impact on schools and learners of having learners with ASD whose needs require STF provision being placed in mainstream classrooms, as the social and communication difficulties that are a feature of ASD often manifest themselves in extremely disruptive behaviour. This is likely to impact negatively on the City and County of Swansea's exclusion figures and attendance data. Also this could increase pressure on education otherwise than at school (EOTAS) provision which would not be an appropriate alternative for autistic children;
- Swansea would be in breach of its legal obligations and at significantly increased risk of SEN Tribunal challenge and, ultimately, judicial review and ombudsman complaints and

investigations;

- there have been two recent tribunals where Swansea has been directed to place children over and above the planned places in ASD STF provision. Should this continue, there would be a significantly negative impact on the provisions' effectiveness and therefore the pupils' wellbeing; and
- there is a risk that more parents would be seeking out-of-county placements. This is an expensive alternative at between £40k and £73k per child per annum (plus transport and therapy costs). Providing additional ASD provision in Swansea could help to mitigate further costs for out-of-county placements, investing to prevent additional spend.

4. Recommendation

- 4.1 Officers recommend that Option 2 is considered as the preferred option for Cabinet to proceed to consultation upon. That is, to increase the number of primary and secondary school ASD STF places within City and County of Swansea by establishing three additional STFs (one secondary school and two primary schools).
- 4.2 Establishing two additional primary school ASD STFs would create an additional 32 places for primary-school-aged pupils and one additional secondary school ASD STF would create an additional 16 places for secondary-school-aged pupils.
- 4.3 Officers' advice is that this option optimises value for money, meets the needs of learners within the local authority, would minimise the risk of SEN tribunals and reduce out-of-county places. This option plans for current predicted demand.
- 4.4 There will be a need within the next few years to further increase provision. In particular, there is an increase in pupils with high-functioning ASD (pupils who are highly intelligent); however this requires additional investigation and resources. A further update to the SEN Development Plan is anticipated in the autumn term.
- 4.5 Officers seek approval to begin the statutory consultation process of establishing additional ASD STF provision (as identified in Option 2 above).

5. Location

- 5.1 In order to reduce current and future transport costs, it is desirable that at least one of the additional ASD STFs be established in the west of the local authority. The two existing ASD STFs are in the north-east of Swansea and pupils from the west of the City and County of Swansea are being transported to these facilities. The

establishment of at least one of the ASD STFs in the west should reduce travel time and costs for these pupils.

- 5.2 A review of capacity has been undertaken to identify which schools have the potential space that could be utilised with modest investments and remodelling to establish the required places.
- 5.3 Initially five schools were identified as having the potential to host an ASD STF:
- Dunvant Primary School
 - Penclawdd Primary School
 - Portmead Primary School
 - Trallwn Primary School
 - Birchgrove Comprehensive School

Subsequently, two further schools were identified:

- Mayals Primary School
 - Morriston Comprehensive School
- 5.4 Visits and site surveys were carried out to review the schools' capacity and commitment as well as the deliverability of the option.
- 5.5 Following further discussion, it has been agreed that Dunvant Primary School, Portmead Primary School and Birchgrove Comprehensive School are the most appropriate locations at this time in terms of cost, deliverability and school commitment.
- 5.6 Going forward, a review of the potential impact and options of the Local Development Plan (LDP) will be completed now the potential schools have been confirmed.
- 5.7 Links and opportunities will be made with the Welsh Government's capital investment programme (Band B) proposals and the LDP opportunities and can be built into business cases where opportunities and need exists.
- 5.8 The timeframe on these opportunities is likely to be a medium to long-term strategy rather than addressing the immediate need as stated in 4.4. However, the need for these additional ASD STFs is the immediate priority, and as timescales are pressured the urgency of approval for these additional ASD STFs is imperative.

6. Financial implications

Capital

- 6.1 We are seeking corporate funding to support the capital works that the remodelling to facilitate the additional ASD STF provisions will require.

The estimated cost of providing the three STFs in the three schools identified above is £350k. The cost of additional build would of course be significantly greater. Approval of this scheme will increase the substantial funding deficit on the capital programme.

Revenue

- 6.2 The annual revenue costs of 48 F Band places (using the Section 52 document) would be approximately £593k per annum once fully established.
- 6.3 The revenue funding is delegated to the host schools. Host schools then manage the staff and pupils accordingly.
- 6.4 Table 2 (below) explains the estimated revenue implications of establishing three additional ASD STF facilities. Option A is the preferred option.
- 6.5 The investment to save argument is very difficult to provide data for, it is more about children we already know about having their needs met appropriately rather than money. However, providing additional ASD STF places could reduce expensive out-of-county placements at a cost of between £40k and £73k per annum per child (plus transport). Therefore, this is a proposal to invest-to-mitigate and contain further additional spend, in relation to out-of-county placements.
- 6.6 Presently, there are 18 students who are educated in out-of-county placements of which we estimate 8 could have their needs met within ASD moderate STFs.
- 6.7 There is therefore, a possibility that there could be a reduction in recoupment spend because if there is sufficient provision within the local authority, parents will be less likely to look to other local authorities or private providers.
- 6.8 It is possible that this increase in ASD provision could provide opportunities for income generation in the future, though at this point we are requesting the facilities to meet the current demand for existing pupils in Swansea.
- 6.9 Approval of this scheme would require additional revenue budget funding that can be devolved to the individual schools that will host the STFs.

Table 2 Revenue implications of establishing three additional ASD STF facilities.

Option	Revenue cost	Places established	Considerations
<p>Option A</p> <p>Three additional STFs established September 2017</p>	<p>Year 1: £148,313 Year 2: £593,250</p>	<p>48 F band places (x3/12th) 48 F band places full-year equivalent (FYE) places</p>	<p>Two primary school STF provisions (2 x 16 places)</p> <p>One secondary school STF (1 x 16 places)</p> <p>Note individual transport costs would be in addition to the figures provided here</p>
<p>Option B</p> <p>Phased implementation. Establish two Foundation Phase (primary school) STFs and one key stage 3 (secondary school) STF.</p> <p>Increase to full capacity by 2019 (ie to include key stage 2 and key stage 4 provision)</p>	<p>Year 1: £74,156 Year 2: £296,625 Year 3: £469,656 Year 4: £593,250</p>	<p>24 F band places (x3/12th) 24 F band places (FYE) 24 F band places (FYE) + 24 (x7/12th) 48 places (FYE)</p>	<p>This phased approach carries the risk that the local authority would not be able to meet the level of demand required.</p> <p>Note individual transport costs would be in addition to the figures provided here</p>

7. Timeframe

- 7.1 Establishing additional ASD STF provision will require statutory notice for implementation in January 2018. The following timetable (Table 3) summarises a timeframe that will need to be met (for expanded timeframe please see Appendix C).
- 7.2 Failure to meet these timelines would result in a delay of establishing additional provision and therefore appropriate places.

Table 3 Timetable to establish additional ASD STF provision

Activity	Timescale
Exploratory work and discussions with officers and elected members	June to November 2016
CMT	16 November 2016
Corporate Briefing	1 December 2016
Cabinet	15 December 2016
Start consultation	04 January 2017
End consultation	16 February 2017
Publish consultation report	By 17 March 2017
Corporate Briefing	3 April 2017
Cabinet	20 April 2017
Publish statutory notice	05 May 2017
If there are no objections to the statutory notice, then Cabinet can confirm the proposal. If there are objections then this will need the determination of Council on:	27 July 2017 (estimated date for next municipal year)
Appointment of staff	Interviews before 30 September 2017
Implementation	01 January 2018

8. Next steps

- 8.1 School organisation proposals must adhere to the School Organisation Code and the School Standards and Organisation (Wales) Act 2013. A period of consultation must be undertaken with interested parties and relevant information must be provided in a consultation document. The Welsh Government and Estyn must be consulted at this stage of proposal. All views received during the consultation period will be collated into a further report for Cabinet who will then decide if the proposal should move to the next stage – a period of Statutory Notice. Formal objections can be lodged during the Statutory Notice period. If any objections are received, then a local determination will be needed by Council on the outcome of the proposal.

8.2 Establish communication plan in line with approval and timeframe as above.

8.3 Complete activities as identified in timeline above and Appendix C.

9. Legal implications

9.1 The City and County of Swansea adopted in July 2012 an Inclusion Policy and an Inclusion Strategy. These documents provide key principles and strategic priorities which as current policy should be considered throughout the process of identifying and establishing increased education provision of any type.

9.2 The establishment or discontinuance of provision which is recognised by the local authority as reserved for children with special education needs, including STF's, constitutes a Regulated Alteration which requires consultation and the publication of statutory notices in accordance with s42 and Schedule 2, Paragraph 15 (1) of the School Standards and Organisation (Wales) Act 2013 ("the Act") and the Welsh Government's School Organisation Code (Circular 006/2013) (the Code).

9.3 The Code provides statutory guidance a local authority must follow when seeking to making Regulated Alterations to education provision within a local authority area. The Code provides that:

1.4 Local authorities must ensure there are sufficient schools providing primary and secondary education for their area. Schools are regarded as sufficient if they are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. In order to fulfil these duties, local authorities must ensure that they plan thoroughly and engage fully with relevant partners, including the appropriate religious bodies for schools serving their area which have a designated religious character.'

1.13 Additional considerations are applicable when SEN provision is being considered:

'Standards of provision

In addition to the usual considerations in relation to standards of provision, relevant bodies should consider;

- Whether proposals will improve standards of accommodation for pupils with SEN, including building accessibility;
- How proposals will address any health, safety and welfare issues;
- How proposals, where appropriate, will support increased inclusion; and
- The impact of proposals on other SEN provision within the immediate and wider local authority area including out of county where appropriate.

Need for places and the impact on accessibility of schools

In addition to the considerations listed in 1.4, relevant bodies should consider:

- Whether there is a need for a particular type of SEN provision within the area;
- Whether there is a surplus SEN provision within the area;
- Whether SEN provision would be more effective or efficient if regional provision were made; and
- The impact of proposals on the transportation of learners with SEN.

Other factors

Relevant bodies should consider:

- How changes to SEN provision in schools are likely to impact on all other services provided in an area for pupils with disabilities and / or SEN.

9.4 Before publishing any proposals the local authority (Proposer/s) is under a duty, by virtue of s48 of the Act, to consult on such proposals. The Code states that:

- a) At the start of the consultation period Proposers must provide the consultees listed in the Code with a detailed consultation document following the requirements listed in the Code, and give them at least 42 days in which to respond, with at least 20 of these being school days.
- b) Where proposals involve specialist resource bases attached to mainstream schools the following information must be included in the consultation document:
 - the impact on SEN provision;
 - how proposals will contribute more generally to enhancing the quality of education and support for children with SEN.
- c) 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.
- d) A decision must be made by Proposers whether to proceed with changes within 6 months of the end of the consultation period.
- e) 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.

- f) 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.
- g) 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. The Welsh Ministers and Governing Bodies are to be notified of the decision within 7 days of the decision.
- h) 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.

9.5 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.

10. Equality and engagement implications

10.1 A full Equality Impact Assessment is being drafted and will form part of the papers presented to Cabinet.

10.2 A Community Impact Assessment has been undertaken for each of the proposals and will form part of the consultation papers.

10.3 A Welsh Medium Impact Assessment has been undertaken for each of the proposals and will form part of the consultation papers.

Background papers:

Welsh Government School Organisation Code (Circular 006/2013)

Appendices:

Appendix A Options to address increase need for pupils diagnosed with Autistic Spectrum Disorder (ASD)

Appendix B Existing specialist teaching facilities within City and County of Swansea

Appendix A – Options to address increase need for pupils diagnosed with Autistic Spectrum Disorder (ASD).

	Options	Advantages	Disadvantages	Considerations	Actions	Next steps
1	Status quo – do nothing	<ul style="list-style-type: none"> No capital cost 	<ul style="list-style-type: none"> Children’s needs not being met. Risk of increased number of tribunals. Increased cost to the LA. 	Swansea has a statutory requirement under the 1996 Education Act to identify, assess and make appropriate provision for all learners with sever and complex special educational needs.	NA	Carry forward as benchmark
2	Establish 2 x 2 class primary and 1 x 2 class secondary STF	<ul style="list-style-type: none"> Meets needs of learners within the LA thus avoiding tribunals and expensive out of county placements. Planning for predicted growth in need. If appropriately situated potential reduction in journey time for children. Linked to review of special school provision potential for retaining pupils within county and hence overall cost saving to LA. 	<ul style="list-style-type: none"> No capital provision secured. Capacity and revenue will be need to be determined once schools identified. 	<ul style="list-style-type: none"> Rising demographic taking up surplus places in schools. Addresses immediate need but will require continuous review of special school provision. Link with Band B and LDP opportunities. 	<p>Analysis of pupil costs now compared to increase provision</p> <ul style="list-style-type: none"> Planned places revenue cost and individual pupils cost in mainstream are identical. <p>Review assessment criteria and assess the phasing of facilities</p> <ul style="list-style-type: none"> Primary classes accommodation needed asap, but could be phased e.g. infants 2017, juniors 2019. Secondary similar, KS3 2017, KS4 2019. Assessment 	

					<p>criteria are set by Health, but level of function criteria for STF are very clear to SEN panel.</p> <p>Capacity</p> <ul style="list-style-type: none"> Analysis of schools with potential capacity to be identified 	
3	Increasing number of planned places in existing ASD provisions	<ul style="list-style-type: none"> More pupils in each STF could reduce the pending list, 	<ul style="list-style-type: none"> It has already been taken as far as is practicable, and all the ASD STFs are already well above their original planned places of 16 each (see table) Autistic pupils have sensory issues which mean that high numbers around them and high background noise levels can have a very negative effect on their behaviour. 			
4	Change designation of current STF provision thus displacing children with moderate learning difficulties into mainstream classes.	<ul style="list-style-type: none"> Minimal capital costs. Children with ASD are provided for. Additional ASD STF places could mean that existing MLD/SLD places are opened up and therefore reduce pending list as pupils are 	<ul style="list-style-type: none"> Could require staff training or possible redundancies. Needs of children with moderate to severe learning difficulties are not met as they will be displaced into 			

		designated the appropriate provision for their need.	<p>mainstream, where there is also a pending list of learners awaiting MLD/SLD STF places</p> <ul style="list-style-type: none"> ▪ Increased risk of tribunals from MSLD parents and again additional demands on schools and mainstream resources. ▪ Increase in referrals for MLD/SLD places (higher than ASD referrals) 			
5	Ask schools to collaborate 'collegiately' to set up and host specialist ASD classes within a geographic cluster (not necessarily a Comprehensive School cluster)	▪	<ul style="list-style-type: none"> ▪ A high risk strategy which could portray the LA as absolving itself of its' statutory duty to identify, assess, and make provision for all learners with additional learning needs. ▪ Governance and admissions arrangements would be problematic in terms of the LA determining needs, provision and placement via SEN Panel. Host school or cluster may see that as their right and thus this initiative 			

			<p>would not serve the needs of the LA.</p> <ul style="list-style-type: none"> ▪ STF provision in Swansea is formally constituted, including full public consultation and registration with Welsh Government. ▪ Delegated funding through the Delegated Powers Planned Places Paper secures continuity. ▪ Transport commissioning and funding are currently managed by the LA. ▪ If it is voluntary the school may change their minds and seek to cease the provision as they are not registered. ▪ There would inevitably be Tribunals if learners, provision were to be disrupted or entry refused. 			
6	Accommodate children within a special school.	<ul style="list-style-type: none"> ▪ Children's needs are met. 	<ul style="list-style-type: none"> ▪ Would require an additional special school at significant capital cost. ▪ It is inconsistent with the LA policy on inclusion. 	Link with Band B and LDP opportunities.		

7	Increase out of county placements	<ul style="list-style-type: none"> ▪ Meets the needs of the children 	<ul style="list-style-type: none"> ▪ Significant increase in revenue costs and more children educated away from their home, families and communities. ▪ Difficult to place in neighbouring authorities due to similar capacity issues. ▪ Increase risk of tribunals. 		<ul style="list-style-type: none"> ▪ Review provision in neighbouring authorities. 	
---	-----------------------------------	---	---	--	---	--

Appendix B - Existing Specialist Teaching Facilities within City and County of Swansea

Name and type of provision	BAND/ PLACES	AGE OF PUPILS
Moderate to Severe Learning Difficulties		
Cadle Primary	9 E	7 – 11
Clase Primary	18 E	3 – 11
Clwyd Primary	18 E	3 – 11
Crwys Primary	8 E	3 – 7
Cwmglas Primary	8 E	7 – 11
Danygraig Primary	18 E	3 – 11
Morrison Primary	19 E	3 – 11
Morrison Primary (Observation Class)	8 F	3 – 7
Parkland Primary	8 E	7 – 11
Tre Uchaf Primary	19 E	3 – 11
Townhill Primary	18 E	3 – 11
Whitestone Primary	18 E	3 – 11
Trallwn Primary	18 E	3 – 11
Birchgrove Comprehensive	20 E	11 – 16
Bishop Gore Comprehensive	20 E	11 – 16
Cefn Hengoed Comprehensive	20 E	11 – 16
Dylan Thomas Community	21 E	11 – 16
Morrison Comprehensive	27 E	11 – 16
Penyrheol Comprehensive	10 E	11 – 16
Ysgol Gyfun Gwyr	10 E	11 – 16
Autistic Spectrum Disorder(s)		
Clase Primary (Severe)	12 G	3 – 11
Clwyd Primary (Moderate)	18 F	3 – 11
Gwyrsoydd Primary (Moderate)	18 F	3 – 11
Dylan Thomas Comprehensive (Moderate)	20 F	11 – 16
Gowerton Comprehensive (High Functioning Autism and Aspergers)	23 F	11 – 16
Hearing Impairment		
Grange Primary	8 F	3 – 11
Olchfa Comprehensive	8 F	11 – 18
Speech and Language Impairment		
Bishopston Primary	18	3 – 11
Burlais Primary	27	3 – 11
Pentrefafod Comprehensive	35E/F	11 – 16
YGG Bryntawe (Welsh Medium)		11 – 16
Bishopston Comprehensive	19 E/F	11 – 16
Profound and Multiple Learning Difficulties		
Penllergaer Primary	10 G	3 – 11
Pontarddulais Comprehensive	10 G	11 – 16

Agenda Item 15.

Report of the Cabinet Member for Education

Cabinet – 15 December 2016

PAPER TO EXTENSIVELY OVERHAUL THE ENTIRE EDUCATION OTHER THAN AT SCHOOL (EOTAS) SERVICE IN SWANSEA TO ENSURE FUTURE PROVISION BEST MEETS THE NEEDS OF VULNERABLE YOUNG PEOPLE

Purpose:	To consider the proposed future of Swansea's education other than at school (EOTAS) provision
Policy framework:	<ul style="list-style-type: none">• Corporate priority• Improving pupil attainment
Reason for decision:	The City and County of Swansea is seeking to extensively overhaul its entire EOTAS Service to ensure future provision best meets the needs of vulnerable young people.
Consultation:	<ul style="list-style-type: none">• Parent/Carer/Learner engagement sessions (April 2016)• Visioning workshop involving range of stakeholders and partners (May 2016)• Access to Services• Finance• Legal
Recommendation(s):	It is recommended that: <ol style="list-style-type: none">1) the City and County of Swansea extensively overhauls its entire EOTAS service to provide sector-leading practice as recommended by officers;2) Swansea PRU significantly reduces capacity in recognition of increased devolution of funding and responsibility to schools. The needs of the majority of learners with social, emotional and behavioural difficulties (SEBD) are met through mainstream education, with central provision only being made for those learners with the most severe SEBD needs;3) a multi-agency support team is developed to provide support for young people, their schools and their families;4) Swansea's behaviour and wellbeing strategy is overhauled to support the needs of the majority learners with SEBD through mainstream education;5) Swansea PRU is restructured into three strands (including a 'halfway house') educated in fit-for-purpose learning environments;6) permanent senior leadership positions are secured for the Head of Swansea PRU, Deputy Head of PRU and managers for two of the centres and for the support team;7) a new 'early move' protocol is included in an overhaul of the existing 'managed move' protocol;

- 8) additional funding is approved of approximately £100k to carry out a full feasibility study on the Cockett site;
- 9) additional corporate capital funding is approved (subject to a full feasibility study) in relation to the possible accommodation; and
- 10) additional corporate revenue funding is approved (at least for the next ten years) to support additional staff, devolved funding to schools and “managed move” transport costs.

Report Author: Lindsay Harvey

Finance Officer: Pini Patel and Jayne James

Legal Officer: Stephen Holland

Access to Services Officer: Phil Couch

1. Executive summary

1.1 This paper recommends that the City and County of Swansea (CCoS) overhauls its entire EOTAS service to provide sector-leading practice.

1.2 There are four options for a future model of service delivery:

- Option 1 Reduce central support (staff and accommodation)
- Option 2 Maintain current delivery model
- Option 3 Improve current delivery model and invest in current accommodation
- Option 4 Radically overhaul current delivery model and invest in new accommodation

1.3 The anticipated costs associated with each option are summarised in Table 1 (revenue) and Table 2 (capital) below.

Table 1 Anticipated revenue costs

Option	Cost			
	Cost in 2017-2018	Cost in 2018-2019	5-year cost	10-year cost
Option 1	£3.71m	£3.55m	£16.92m	£31.67m
Option 2	£3.81m	£3.81m	£18.76m	£37.81m
Option 3	£4.15m	£3.99m	£18.86m	£35.78m
Option 4	£4.71m	£5.08m	£23m	£44.5m

Table 2 Anticipated capital costs

Option	Cost
Option 1	£0
Option 2	£0
Option 3	£1.5m
Option 4	£6.5m

- 1.4 Option 1 would continue to require substantial revenue costs. This would equate to revenue costs of £3.71m in financial year (FY) 2017-2018, costs of £3.55m in financial year (FY) 2018-2019, over 5 years to £16.92m and over 10 years to £31.67m.
- 1.5 Option 1 would see no capital investment in any site. It would not address serious health and safety concerns which could lead to a forced closure of the Brondeg site before any planned reduction in the capacity in the local authority's central provision. It would not address capital liability concerns at the three sites and is very unlikely to improve academic and wellbeing outcomes. With Option 1, there is a very high risk that Estyn would put the provision back into a statutory category and there would be associated reputational damage to the local authority.
- 1.6 Option 2 would continue to require substantial revenue costs. This would equate to revenue costs of £3.81m in FY2017-2018, costs of £3.81m in FY2018-2019, over 5 years to £18.76m and over 10 years to £37.81m.
- 1.7 Option 2 would have no capital investment in any site. It would not address serious health and safety concerns which could lead to a forced closure of the Brondeg site leaving the local authority requiring emergency accommodation. It would not address capital liability concerns at the three sites and is unlikely to improve academic and wellbeing outcomes. With Option 2, there is a high risk that Estyn would put the provision back into a statutory category and there would be associated reputational damage to the local authority.
- 1.8 Option 3 would continue to require the existing revenue costs and also additional revenue costs to Options 1 and 2. This would equate to revenue costs of £4.15m in FY2017-2018, costs of £3.99m in FY2018-2019, over 5 years to £18.86m and over 10 years to £35.78m.
- 1.9 Option 3 would require capital investment of approximately £1.5m. It would address the most serious health and safety concerns by investing in the Step-Ahead and Arfryn sites. This would improve the accommodation and increase capacity on the two sites, allowing the Brondeg site to close. There would be limited improved academic and wellbeing outcomes. Capital liability concerns though would remain. With Option 3, there is a low risk that Estyn would put the provision back into a statutory category.

- 1.10 Option 4 would continue to require the existing revenue costs and also additional revenue costs to Options 1, 2 and 3. This would equate to revenue costs of £4.71m in FY2017-2018, costs of £5.08m in FY2018-2019, over 5 years to £23m and over 10 years to £44.5m. Officers estimate that the maximum additional revenue required for FY2017-2018 will be in the region of £1.9m.
- 1.11 Option 4 would require capital investment of approximately £6.5m. Option 4 would address health and safety concerns and provide high-quality, fit-for-purpose accommodation on a new site. It would address the most serious health and safety concerns at Brondeg and significantly reduce capital liability concerns. There would be improved academic and wellbeing outcomes. There is high likelihood that Estyn would view this as sector-leading practice.
- 1.12 Option 4 would significantly improve the life chances of children and young people currently accessing EOTAS services by ensuring that the vast majority are educated within mainstream settings. This option would prevent or delay the need for more intensive interventions and would address the concerns raised through pupil and parent voice.
- 1.13 Option 4 would make best use of resources by identifying and realising the efficiencies that can be made by coordinating existing support services (eg duplication and overlaps), and reduce long-term costs on the public purse by providing effective support for these vulnerable learners and their families.
- 1.14 Option 4 would ensure children and young people who still need to be educated in EOTAS settings will be accommodated in a high-quality learning environment, taught by a well-qualified, highly-skilled workforce with support from a multi-agency team to ensure the highest academic and wellbeing outcomes for children, young people and their families.
- 1.15 Notwithstanding the significant budget pressures currently facing the local authority, officers recommend that Option 4 is selected in order that children and young people experience 'the best' provision that is possible.
- 1.16 If we adopt the new model of service delivery, the anticipated benefits are as follows:

An investment of £135k per annum for the new senior leadership team which will provide the following outcomes:

- highly effective leadership of the PRU;
- improved academic and wider outcomes for learners in the PRUs;
- highly effective partnerships with all stakeholders with an increase in the number of learners being educated in mainstream schools; and

- a clear definition of SEBD within City and County of Swansea and an effective strategy to support the wellbeing and behaviour of all learners.

An investment of £195k per annum for the support team which will provide the following outcomes:

- highly effective prevention and early identification processes providing a wrap-around support team for schools and learners enabling an increase in the number of learners being educated in mainstream schools; and
- a team to work with schools, learners and their families to ensure measurable progress.

An investment of £700k per annum, devolved to secondary schools, which will provide the following outcomes:

- improved and more consistent provision across secondary schools better meeting the needs of SEBD learners;
- highly effective partnerships with all stakeholders with an increase in the number of learners being educated in mainstream schools; and
- improved academic and wider outcomes for learners accessing school-based, alternative provision.

An investment of £300k per annum for transport costs to facilitate managed moves which will provide the following outcomes:

- improved and more consistent provision across secondary schools better meeting the needs of SEBD learners giving some learners a fresh start;
- highly effective partnerships with all stakeholders with an increase in the number of learners being educated in mainstream schools; and
- improved academic outcomes for learners accessing a managed move.

An investment of £225k per annum for a new 'halfway house' PRU provision which will provide the following outcomes:

- an increase in the number of learners being educated in mainstream schools; and
- improved academic and wider outcomes for learners accessing the 'half-way house'.

An investment of £6.5m for one-off capital costs for new PRU provision which will provide the following outcomes:

- improved well-being of learners and staff;
- buildings and facilities fit for the 21st century;
- a broader, more effective curriculum; and

- improved academic and wider outcomes for learners in the PRU.

1.17 If we do not adopt the new model of service delivery:

1.17.1 it is likely that the life chances of children and young people accessing EOTAS services in the future will be reduced; and

1.17.2 the long-term costs on the public purse will in all likelihood increase as we will fail to provide effective support for these vulnerable learners and their families. The quantifiable costs of exclusion to the public purse is significant for a permanent exclusion. The lifetime cost calculated is £65k.

1.18 Officers recommend that Option 4 is selected in order that children and young people experience ‘the best’ provision that is possible. A feasibility study will be conducted and will explore possible options for developing the Cockett site. The study will consider the relative merits and costs of remodelling/enhancing existing accommodation by comparison with demolition costs and development of new accommodation. The cost of the survey is estimated to be in the region of £100k and will ensure the most cost effective use of any subsequent wider capital investment.

It is important to note that, in revenue terms, Option 4 will cost, on average, around £650k per year more than the current delivery model and, on average, around £850k per year more than Option 3.

While Option 3 might look attractive on paper, it is important to note that it would not provide the Support Team or “halfway house” functions which are viewed by many stakeholders to be pivotal to the success of EOTAS provision in Swansea.

Similarly, while the estimated capital costs for Option 3 are approximately £1.5m, around £5m less than those estimated for Option 4, it is important to note that Option 3 represents a “make do and mend” model (ie ensuring current accommodation meets health and safety guidelines only).

Paragraphs 7 to 13 (above) provide further information.

2. Introduction

2.1 The City and County of Swansea is seeking to extensively overhaul its entire EOTAS service to ensure future provision not only best meets the needs of vulnerable young people but provides sector leading practice. The objective is to re-configure the service to build on existing good practice, transforming the provision to support vulnerable children and their families and to meet the requirement to provide suitable, full time education, in a timely manner, to those children and young people

needing to be educated other than at school. This must also be seen in the context of emerging national policy, including the recent report from Estyn (June 2016) as well as continuing national and local budget pressures.

- 2.2 The overall objective of this project is to transform EOTAS provision in the City and County of Swansea into sector leading practice, providing a service that has coherence both structurally and operationally and which can meet the diverse needs of children and young people who are at risk of social and educational exclusion. It will seek to ensure that the needs of more learners with SEBD are met through mainstream education, with central provision only being made for those learners with the most severe SEBD needs.
- 2.3 Elected members have previously expressed a desire that EOTAS provision is 'The Best'. The current provision is far from such a description.
- 2.4 Two of the three buildings currently used are not fit for purpose and the other building lacks facilities. The Brondeg House site, which currently houses the Key Stage 4 Education Centre and EOTAS Pathways is unsuitable and externally is in a very poor state of repair.
- 2.5 The Step-Ahead site is cramped and has inadequate welfare facilities for both staff and pupils. There are an inadequate number of classrooms and both internal and external facilities for pupils' recreation with limited capacity to address this given the footprint of the building.
- 2.6 The Arfryn site requires improvement in order for pupils' therapeutic needs and recreational facilities to be met.
- 2.7 Poverty and social disadvantage increase the risks of being excluded from school, exacerbating the achievement gap. One in 20 secondary students will experience at least one fixed-term exclusion each year. Two-thirds of fixed period exclusions in secondary schools were given to pupils who had already received at least one exclusion earlier in the year.
- 2.8 Most schools are hugely committed to avoiding the use of exclusions but in some instances, exclusion may be the only appropriate response to severe discipline problems.
- 2.9 The quantifiable costs of exclusion to the public purse and to the individual are great though hard to quantify (eg one estimate of the lifetime cost to the individual and the public purse has been calculated at £65k). A place in a PRU for an excluded learner is calculated by the UK Government to cost £15k per year. The average cost for a secondary school place is £4k per year. The City and County of Swansea PRU has an average cost per pupil of approximately £14k to £16k per year.

- 2.10 On 24 May 2016, the City and County of Swansea held a workshop, involving a wide range of delivery partners and stakeholders, to consider how the local authority could best support the needs of vulnerable learners in Swansea going forward. See appendix A for further details and further background information on recent PRU provision in Swansea.
- 2.11 In developing the proposals, it has been important to ensure that the principles of co-production have been recognised and will continue to be implemented as the project moves forward. The City and County of Swansea is committed to involving parents, carers and young people, who use the service, as equal partners, recognising that they have the ability to address real issues that they themselves face and can therefore contribute effectively to the design of the service.

3. Summary of the changes proposed

- 3.1 The needs of the majority learners with SEBD are met through mainstream education, with central provision only being made for those learners with the most severe SEBD needs.
- 3.2 Swansea PRU is restructured into three strands educated in new, fit-for-purpose learning environments. The aim whenever possible is for those learners accessing the central provision return to a mainstream school. We will do this by giving learners the opportunity for a new beginning, the inspiration to build new skills and to improve behaviour giving them the confidence and the foundations for new achievements and to increase their life chances.
- 3.3 PRU A will comprise: a nurture provision for young people with significant mental health difficulties (which will encompass the provision currently available through the Step-Ahead Centre).
- 3.4 PRU B will comprise: a provision for young people with SEBD (which will encompass the provision currently available through the Key Stage 4 Education Centre, Arfryn and EOTAS Pathways).
- 3.5 PRU C will comprise: a “halfway house” setting which will support the rapid reintegration of temporarily excluded pupils back into schools and support the management for early/managed moves. The premises of PRU C will also host the Behaviour Support Team and Home Tuition Team.
- 3.6 The additional early intervention and prevention strand of the enhanced graduated response should be developed and strengthened to build capacity in both mainstream and EOTAS settings.
- 3.7 The enriched early intervention and prevention strand should strengthen services that already exist within the City and County of Swansea, and where necessary realign them, to support the prevention /wellbeing of vulnerable children and families at a time of identified need.

- 3.8 Permanent senior leadership positions are secured for the Head of Swansea PRU, Deputy Head of PRU and managers for two of the centres and for the support teams.
- 3.9 A new 'early move' protocol is included in an overhaul of the existing 'managed move' protocol.
- 3.10 The behaviour and wellbeing strategy for Swansea is overhauled to further support schools to manage SEBD.

4. Further information on the proposed changes

- 4.1 The prevention and early intervention strand will effectively form a wrap-around support team for schools which would have the role of providing support for young people, their schools and their families with a focus on developing long-term strategies for those children and young people most at risk of needing EOTAS services. Interventions should help support schools with strategies to enable them to be able to keep these children and young people in a mainstream setting.
- 4.2 The lead worker is someone who takes the lead to co-ordinate provision and be a single point of contact for a child and their family, when a range of services are involved with that child or family and an integrated response is required. For schools, brokerage of this function will mean that they have already exhausted all of the interventions accessible to them via their graduated response. The lead work approach will:
 - 4.2.1 Act as a single point of contact for the child or family, who they can trust and who can engage them in making choices, navigating their way through the system and effecting change.
 - 4.2.2 Co-ordinate the delivery of the actions agreed by the practitioners involved, to ensure that children and families receive an effective service which is regularly reviewed. These actions will be based on the outcome of the assessment and recorded in a plan.
 - 4.2.3 Reduce overlap and inconsistency in the services received.
- 4.3 Key to the success of the lead work approach are a number of factors:
 - 4.3.1 Build a trusting relationship with the child and family (or other carers).
 - 4.3.2 Be a single point of contact for the family and a sounding board for them to ask questions and discuss concerns.
 - 4.3.3 Co-ordinate the effective delivery of an agreed set of actions utilising a Team Around the Family and Signs of Safety approach.
 - 4.3.4 Identify where additional services may need to be involved and put processes in place for brokering their involvement.
 - 4.3.5 Be the single point of contact for all practitioners who are delivering services to the child.

- 4.3.6 Continue to support the child or family if more specialist assessments need to be carried out.
- 4.3.7 Support the child through key transition points.
- 4.4 The potential outcomes of the approach are:
 - 4.4.1 improved wellbeing for the young person and all of the family;
 - 4.4.2 improved attendance for the young person; and
 - 4.4.3 reduction in demand for high-end intervention including social services and EOTAS provision.
- 4.5 The halfway house, PRU A and PRU B would work with different types of young person as described by the case studies below

Case Study 1 – PRU C (halfway house)

The first type of young person that would be referred to the halfway house would be one who is at school action plus of the graduated response, has had input from services such as the educational psychologist, the behaviour support team and had extended support from the lead worker team. The young person would not have responded to this support and would be still presenting with behaviour that was difficult for school to manage. All professionals working with the young person would consider that a half term placement in the halfway house would be of benefit as it would enable the young person to spend a block of time away from the mainstream school. This would enable a period of assessment and continued support from the lead worker, educational psychologist, behaviour support teacher and halfway house staff to take place. During this period, contact would be maintained with the mainstream school so that they can plan effectively for a return to school to take place after the half-term's placement at the halfway house. This would take place if all professionals agree that sufficient progress has been made by the young person to be able to re-integrate. Should insufficient progress have been made, then a referral would be made to the EOTAS panel for consideration of another half-term's placement at the halfway house or a move to PRU B for a defined period.

Case Study 2 - PRU C (halfway house)

The second type of young person that would be referred to the halfway house would be one who presents with episodes of challenging behaviour having not previously have exhibited such behaviour. Again, the placement in the halfway house would be of benefit as it would enable the young person to spend a block of time away from the mainstream school. This would enable a period of assessment and support from the lead worker, educational psychologist, behaviour support teacher and halfway house staff to take place. The aim would be to reintegrate the young person to mainstream school after a half-term's placement in the halfway house.

Case Study 3 – PRU A

A young person requiring provision at PRU A would usually have been presenting as having difficulties over an extended period in mainstream. This type of young person would be at school action plus of the graduated response and would have had input from the educational psychologist, the behaviour support teacher and is very likely to have been accessing support from the Education Welfare Service (EWS) and the Child and Adolescent Mental Health Service (CAMHS). The young person would have been supported by the lead worker team and despite all this input, have been unable to be able to access mainstream provision due to acute anxiety and/or mental health difficulty. All professionals would have agreed that a placement at PRU A would be beneficial for either a fixed term period (for young people of key stage 3 age) with a subsequent attempt at reintegration to mainstream school or for a longer period (for young people of key stage 4 age).

Case Study 4 – PRU B

The first type of young person requiring provision at PRU B would be one who is at school action plus of the graduated response, has had input from services such as the educational psychologist, the behaviour support team and had long-term support from the lead worker team. The young person would not have responded to this support and would be still presenting with very challenging behaviour that was extremely difficult for school to manage. School would have used their devolved money to give a high level of support to the young person and would have exhausted all of their alternative on-site options. All professionals would have agreed that a placement at PRU B would be beneficial for either a fixed term period (for young people of key stage 3 age) with reintegration continuing on a limited basis and with a subsequent attempt at full reintegration to mainstream school. Young people of key stage 4 age would not be expected to maintain reintegration to their mainstream school.

Case Study 5 – PRU B

The second type of young person requiring PRU B provision would be one where there has been a recent episode of extremely challenging behaviour such as a serious assault, a drug related offence or an offence of a sexual nature. The episode would have been deemed as serious enough for the mainstream school to either issue a permanent exclusion or to seek PRU B placement in order to avoid a PRU B placement. The young person would access the lead worker team at PRU B.

- 4.6 To facilitate this, mainstream secondary schools will receive £408k in financial year 2016-2017 and £700k from the financial year 2017-2018, devolved using a formula agreed with headteachers so that each school has additional funding to support prevention and early intervention. There is a memorandum of understanding (MoU) between City and County of

Swansea and all secondary schools which requires the use of the devolved funding to supplement provision to retain as many of these learners in the mainstream setting as possible, thus reducing the requirement for EOTAS provision.

- 4.7 These teams would work with schools, pupils and their families within prescribed intervention periods where key milestones will be established to determine measurable progression. Referrals will come directly through schools or via a step up/step down process with social workers in the statutory intervention section. If it is felt that extra intervention is required and/or behaviour/learning barriers are escalating, the support team would be likely to refer the case to the 'halfway house' provision or refer to the Managed Move or Additional Learning Needs (ALN) or EOTAS Panel.
- 4.8 Resource identified within the prevention and early intervention teams will be aligned to schools based on the identified demand within each individual school and giving consideration to the demand within in-area social work teams.
- 4.9 Single-issue support will be brokered via an individual brokerage process for each service. However, agreement for lead work support will be agreed via a single brokerage/referral process which will continue to build on the development of a model of multi-agency brokerage in schools. This model will be proportionate to the levels of demand in each school. It will be supported by the development of an enhanced Vulnerability Assessment Profile (VAP) data set, which will enable all stages of the graduated response to be captured and tracked.
- 4.10 Governance of the resource alignment, brokerage arrangements and performance monitoring would ultimately sit with the EOTAS Project Board with specific tasks delegated to specific sub groups and leadership roles within the structure.
- 4.11 A clearer definition of SEBD within the City and County of Swansea will be needed as part of a new local authority behaviour and wellbeing strategy which will need to be developed. A transparent protocol for managing learners with SEBD is required that takes into account the graduated response for provision. This protocol should be drawn up by local authority officers, headteachers and professionals in partner agencies and will need to give clarity to the expectations of all stakeholders for the degree of SEBD that mainstream schools will be expected to manage. This protocol will also help ensure that the numbers of learners with SEBD being referred for central provision will be reduced in the future. It will be based on a continuum of need model making reference to Not in Education, Employment or Training (NEET) tiers of transition and VAP indicators. It will be important to establish consistency of definition and a commonly understood language for all stakeholders, service users and providers.

5. Provision

- 5.1 New protocols should be drawn up for 'early move' through the 'managed move' protocol for children and young people still in schools to remain in mainstream education through a move to an alternative school. This will need to be supported by additional funding to facilitate transport costs for children and young people across Swansea and a more collegiate approach to "managed moves" from headteachers. Officers anticipate that the additional costs to facilitate transport for these moves, as outlined above, will be in the region of £300k per annum.
- 5.2 The additional funding will be devolved to secondary schools to run their own learner-support programmes and to further reduce the number of learners in need of EOTAS provision. Building on the self-improving school model the system will be challenged and supported to share best practice. It will be necessary to ensure that mainstream secondary schools have sufficient time to extend existing provision and for schools and the local authority to evaluate their provision for 14 to 16-year-old learners with SEBD.
- 5.3 Alternative and much improved physical settings need to be made available to ensure children and young people with SEBD and those with mental health/anxiety issues are educated in fit-for-purpose learning environments.
- 5.4 A new centrally-funded 'halfway-house' provision should be created enabling up to 14 learners who are most at risk of requiring EOTAS services to have a period of one half term's assessment and support out of school. There would be continuity of lead worker and the Support Team would continue to be heavily involved, along with the mainstream school, to ensure a quick turn-around for the learner and a successful full-time reintegration after a half term into mainstream education.
- 5.5 Swansea PRU significantly reduces capacity for learners with SEBD from 131 to 77 over a five-year period with provision only being made for those learners with the most severe SEBD needs as defined by the new working protocol.
- 5.6 Swansea PRU initially increases capacity for learners with significant mental health difficulties from 28 to 35 and over a five-year period as capacity in mainstream schools. The new model of service delivery would then reduce to 21 as defined by the new working protocol.
- 5.7 Over a five-year period with provision and capacity as mainstream schools builds the total PRU provision (A, B, and C) will reduce to 98 places.
- 5.8 The focus at all centres should be on high-quality training and development for staff, an exciting and relevant curriculum, therapeutic counselling and excellent leadership. This will be clearly linked to the

priorities of the PRU's Improvement Plan. A structured, costed and evaluated training programme based on current high-quality practice with proven impact will be introduced.

5.9 We would seek to draw upon the success of the Everton Free School model in leveraging the potential benefits linking with local large organisations. In order to do this, the model needs to develop a closer working partnership with Swansea City Football Club, Ospreys Rugby, local businesses and the universities to raise aspirations for our most vulnerable learners.

5.10 EOTAS services in Swansea (including the PRU) will be rebranded recognising the importance of learner voice and Welsh culture.

Table 3 EOTAS Provision and caseload 2016-2021

Provision	Number on roll 2016-2017	Number on roll 2017-2018	Number on roll 2018-2019	Number on roll 2019-2020	Number on roll 2020-2021	Rationale
Step-Ahead (Future PRU A)	28	35	35	28	21	Increasing demand for service but as capacity builds reduces again
Arfryn (Part of future PRU B)	56	49	42	35	28	Reduction in provision to take account of reduction of key stage 4 aged SEBD places
Key Stage 4 Education Centre (Part of future PRU B)	14	14	14	12	10	Reduction as more pupils retained in mainstream education
EOTAS Pathways (Part of future PRU B)	61	56	51	38	25	Reduction as more pupils retained in mainstream education
Halfway house	-	14	14	14	14	Small caseload to ensure sufficient

						support available
Total PRU provision	159	168	156	127	98	Initial increase in Year 1 and reduction of 61 places by 2020

6. Staffing

- 6.1 The appointment of a highly-effective senior leader to manage the Swansea PRU is seen as a critical step in ensuring sector-leading practice is secured. With this in mind, it is recommended that we move at pace with the recruitment of a permanent Head of Swansea PRU and that the salary for this post is positioned at the upper end of the (School) Leadership Pay Range (ie L35 or c. £89k).
- 6.2 Permanent senior leadership positions are secured for Deputy Head of PRU and managers for two of the centres and for the support teams. The line management of support for the small minority of pregnant youngsters and young mothers who cannot access mainstream education, should fall under the management of the Deputy Head of PRU (see Appendix B).
- 6.3 Provision at the Arfryn Education Centre is reduced. This restructuring process would lead to a reduction of up to eight full-time equivalent (FTE) staff with every effort being made to ensure wherever possible that compulsory redundancy is avoided.
- 6.4 The centrally-coordinated provision for 14 to 16-year-old learners with SEBD is reduced and will be served by a central team of around 14 FTE staff (as opposed to the current complement of 26 FTE staff). This restructuring process would lead to a reduction of up to 12 FTE staff with every effort being made to ensure wherever possible that compulsory redundancy is avoided.

7. Location

- 7.1 The accommodation requirements for the PRU have been revised in view of the proposed new model and in consideration of Building Bulletin guidance.
- 7.2 A review of the local authority's available assets has been undertaken and enquiries also made of ABMUHB and Gower College to establish if they have any buildings that could be suitable (see Appendix C).
- 7.3 Subject to a feasibility study being undertaken, at this stage, the Cockett House site for the whole PRU presents the optimum solution, and releases the three existing sites. The use of only part of this site for the PRU would not achieve the same benefits, but significantly compromise

the value and saleability of the remainder. It is therefore recommended that this option is explored further.

- 7.4 The feasibility study would also need to consider suitability, life expectancy, opportunity cost, impact on backlog maintenance and revenue running costs, including NNDR/rates costs.
- 7.5 Until the outcome of the feasibility study is known it is not possible to provide a robust estimate of the capital costs which may be required. It would also not be possible for the accommodation improvements applicable to options 3 and 4 to be delivered by September 2017. It would therefore be necessary to plan for an interim measure, to provide accommodation for PRU C from September 2017. This would not prevent the new model of service provision commencing in September 2017, with the full benefits of the new accommodation being realised at the earliest opportunity subsequently.

8. Risks and issues

- 8.1 A detailed risk register is attached at Appendix D.

9. Financial

Costs

- 9.1 A considerable amount of further officer work is required, including a feasibility study, to evaluate the most appropriate accommodation solution and design, and to cost any necessary enhancements and modifications to accommodation and facilities. Even with the provision of the necessary feasibility budget, officer capacity, and the required capital investment to deliver the resulting accommodation changes, the accommodation improvements could not be completed by the summer of 2017. This does not prevent the launch of the new service model from September 2017; however, it may be necessary for a transitional accommodation strategy until the full capital works necessary can be completed.

Benefits

- 9.2 The EOTAS review is a key element within a wider coherent medium-term financial strategy, approved within the council budget, to continue to prioritise the delegated schools budget, to optimise the level of delegation of funding and responsibilities to schools, and to continue to enhance the capacity within mainstream schools to meet the educational needs of all pupils, so minimising the need to place pupils within independent of other authority provision. It is also part of a wider cross cutting strategy which seeks to deliver broader service and financial benefits across other council services and indeed other agencies.

- 9.3 Consequently, the EOTAS review is part of a broader series of service reviews which seek to deliver longer term financial benefits for the authority, including the review of specialist teaching facilities and the special schools review. Significant investment (both revenue and capital) is required up front across all these areas and particularly the special schools review which most directly impacts on the number of pupils that will need to be placed outside of Swansea provision, in expensive independent and other authority provision, in future years.
- 9.4 Therefore, this broader educational strategy seeks to invest up front in order to more effectively manage further costs falling on the council in the future, rather than to deliver savings against current approved base budgets within education. This is particularly the case in respect of the EOTAS review where significant savings targets amounting to £340k have already been reflected in the 2016-2017 approved base budgets on the basis of a previously proposed model of provision.
- 9.5 The model of provision proposed within this report has been refined, and indeed enhanced, in the light of wider stakeholder engagement and requires additional funding (both revenue and capital) up front, rather than delivering the required medium-term financial plan savings targets. Over the longer term, as the strategy benefits are realised, it may be possible to 'recoup' some of this additional up front revenue funding but it is very unlikely that the original savings targets required and reflected in base 2016-2017 budgets will be deliverable. It is certainly undeliverable to deliver these savings targets as well as the additional devolution of funding to schools.
- 9.6 The proposed model requires the enhancement of mainstream capacity within schools through the delegation of additional funding, on the assumption that this will allow a phased reduction in the EOTAS provision that is required. This requires schools to honour the commitments set out in the agreed Memorandum of Understanding as part of rigorous panel processes. Should demands on EOTAS provision continue at a higher level it will be necessary to retrospectively clawback any additional costs from the overall delegated secondary schools budget in the following year.
- 9.7 Projected costs over five and ten years for the proposed model are shown in the table below:

	16/17	17/18	18/19	19/20	20/21	first 5 years	Next 5 years	Over 10 years
Option 1 - October 15								
Cost of provision (base budget of £2.77m)	2.770	2.670	2.510	2.150	1.910	12.010	9.550	21.560
Unachievable savings target	0.340	0.340	0.340	0.340	0.340	1.700	1.700	3.400
Devolved funding	0.408	0.700	0.700	0.700	0.700	3.208	3.500	6.708
Total unavoidable costs	3.518	3.710	3.550	3.190	2.950	16.918	14.750	31.668
Base Budget Shortfall	-0.748	-0.940	-0.780	-0.420	-0.180	-3.068	-0.900	-3.968
Option 2 - Current Provision								
Current approved base budget	2.770	2.770	2.770	2.770	2.770	13.850	13.850	27.700
Unachievable savings targets	0.340	0.340	0.340	0.340	0.340	1.700	1.700	3.400
Devolved funding	0.408	0.700	0.700	0.700	0.700	3.208	3.500	6.708
Total unavoidable costs	3.518	3.810	3.810	3.810	3.810	18.758	19.050	37.808
Base Budget Shortfall	-0.748	-1.040	-1.040	-1.040	-1.040	-4.908	-5.200	-10.108
Option 3 - minimum approach								
cost of provision	2.770	2.670	2.510	2.150	1.910	12.010	9.550	21.560
Unachievable savings target	0.340	0.340	0.340	0.340	0.340	1.700	1.700	3.400
Devolved funding	0.408	0.700	0.700	0.700	0.700	3.208	3.500	6.708
Transport Costs	0.175	0.300	0.300	0.300	0.300	1.375	1.500	2.875
Head of PRU - enhanced role	0.023	0.135	0.135	0.135	0.135	0.563	0.675	1.238
Total Cost of Provision	3.716	4.145	3.985	3.625	3.385	18.856	16.925	35.781
Total Base Budget	2.770	2.770	2.770	2.770	2.770	13.850	13.850	27.700
Base Budget Shortfall	-0.946	-1.375	-1.215	-0.855	-0.615	-5.006	-3.075	-8.081
Option 4 - Enhanced Model								
Cost of provision	2.770	3.020	3.210	3.060	2.700	14.760	12.150	26.910
Unachievable savings target	0.340	0.340	0.340	0.340	0.340	1.700	1.700	3.400
Devolved funding	0.408	0.700	0.700	0.700	0.700	3.208	3.500	6.708
Transport Costs	0.175	0.300	0.300	0.300	0.300	1.375	1.500	2.875
Halfway House	0.000	0.125	0.225	0.225	0.225	0.800	1.125	1.925
Head of PRU - enhanced role	0.023	0.110	0.110	0.110	0.110	0.463	0.550	1.013
Support Team	0.000	0.115	0.195	0.195	0.195	0.700	0.975	1.675
Total Cost of Provision	3.716	4.710	5.080	4.930	4.570	23.006	21.500	44.506
Total Base Budget	2.770	2.770	2.770	2.770	2.770	13.850	13.850	27.700
Base Budget Shortfall	-0.946	-1.940	-2.310	-2.160	-1.800	-9.156	-7.650	-16.806

9.8 The revenue costs for the current model for 2016-2017 are £3.518m but only £2.77m is funded within the approved base budget. Given that transport costs for managed move, devolved funds for mainstream schools, remedial work required at Brondeg House and Step-Ahead and current savings targets of £340k need also to be taken into account, there will be a significant shortfall against the budget provision whether or not the current model continues or a new model is implemented.

9.9 It is not possible to deliver both the challenging savings targets required as well as devolving significant funding to schools and it may not be possible to achieve either.

9.10 Calculations are based on the following assumptions:

9.10.1 Minimum statutory staffing ratios are kept at all times.

9.10.2 £340k savings expected in 2016-2017 will not be achieved (neither will this target be achieved in subsequent years if the new service delivery model is chosen).

9.10.3 The support worker team will work in PRUs A, B and C for the new service delivery model.

9.10.4 Mainstream secondary schools continue to get £700k per annum devolved over the five-year period.

9.10.5 It is not possible at the moment to provide any estimate of redundancy costs.

9.10.6 Transport costs (estimated to be £300k per annum) for the early/managed move process are included in the costs for the new service delivery model.

Table 5 Non-financial benefits

Benefit Description	Baseline Measure	Target Measure	Estimated period of realisation	Notes
Increased number of children and young people remain in mainstream provision	Current PRU caseload 159	Future PRU caseload 98	4 years	61 more pupils will be retained in mainstream schools
Improved pupil achievement and attainment.	Pupil achievement and attainment for SEBD pupils is lower than can be expected	PRU performance 2016-17 key stage 2 CSI L1 – L2 – L2+ -	2 years	Performance indicators will include core subject indicators, Level 1, Level 2 and Level 2+ thresholds (based on individual pupil estimates) and soft (wellbeing) outcomes.
Improvement in attendance levels and days of education lost	PRU attendance 2015-16 – 65%	PRU attendance 2016-17 82%	1 year	Aspirational target
New provision will address the views of children, young people	Learners and their families are currently	New provision will lead to improved	2 years	

and their families	dissatisfied with accommodation	satisfaction and attitude towards placement		
All pupils provided with suitable education within 15 days of a panel decision being made that they should receive EOTAS	Approximately 50% currently	100% of pupils receive suitable placement	1 year	Would depend on availability of places. Synergy between panels and streamlined panel processes would be required
Improved curriculum continuity for pupils in EOTAS and increase in personalised programmes for individual pupils at risk of poor outcomes	Little involvement of mainstream schools in provision for post-14 SEBD learners and pupils with anxiety and mental health difficulties. Little curriculum continuity	New behaviour strategy to provide linkage between mainstream and EOTAS for wellbeing curriculum and individualised curricula	3 years	Timescale dependent on introduction of new behaviour strategy
Improved accessibility to specialist agencies for pupils who receive EOTAS	Inconsistent access to services often dependent on mainstream school provision and support	All EOTAS pupils to have support along the new graduated response	1 year	Pupil and parent voice will be addressed
Increase in support work with	Support work is	Ensure consistency	1 year	Resource dependent target

families of most vulnerable children and young people	currently inconsistent	y and access to support for all of the most vulnerable children and young people		
Improvement in information sharing between EOTAS settings and mainstream schools	Currently inconsistent but examples of good practice evident	All mainstream schools share information promptly, accurately and complete panel referrals appropriately	1 year	Good practice to be shared. New, streamlined panel processes to be developed
Reduction in number of fixed-term exclusions and/or permanent exclusions	Lack of an effective managed move protocol contributes to higher fixed-term exclusions and permanent exclusions	Significant reduction in fixed-term exclusions and permanent exclusions through new early move/managed protocols	1 year	Work towards no permanent exclusions within two years
Reduction in the number of young people at risk of becoming NEET in EOTAS	Numbers of NEET reducing but reaching a plateau	Target no NEET on leaving EOTAS at the end of Year 11 through targeted	3 years	

		support		
New provision will improve wellbeing outcomes	Current accommodation is inadequate, in poor repair and does not meet need for adequate welfare and recreational facilities	New provision will improve attitudes towards accommodation and allow for improved wellbeing	2 years	Dependent on timescale of new premises

10. Financial implications

Capital

- 10.1 It is not possible to provide a robust estimate of the capital cost for the proposal at this stage as detailed feasibility and design work is required to determine the most appropriate way to deliver the required accommodation and facilities on the site. This could be by extensive remodelling of existing buildings, a complete new build on the site, or a combination of the two. A rough indicative estimate of the capital cost of a new build at the Cockett House site for the three PRU facilities is around £6.5m.
- 10.2 The above figure is inclusive of:
- 10.2.1 fees;
 - 10.2.2 demolition costs;
 - 10.2.3 external landscaping; and
 - 10.2.4 optimism bias.
- 10.3 It must be again stressed however that this figure is a very high-level indicative estimate, and before a more accurate cost estimate can be provided an appropriate RIBA Stage 1 site masterplan options report would be required, which would provide the following detailed information:
- 10.3.1 highways and transport assessment;
 - 10.3.2 desktop geo-tech ground condition survey;
 - 10.3.3 ecology survey;
 - 10.3.4 archaeology desktop survey;
 - 10.3.5 drainage survey;
 - 10.3.6 flood review;
 - 10.3.7 planning policy context and assessment;
 - 10.3.8 cost consultancy;

- 10.3.9 site services review and strategy;
- 10.3.10 more detailed and informed accommodation requirements;
and
- 10.3.11 detailed asbestos surveys.

10.4 We are seeking corporate funding to support the capital works required for this scheme which will increase the substantial existing funding deficit on the Council's overall capital programme. Any capital expenditure incurred will effectively be unsupported borrowing given the flat settlement on capital for 2017-2018.

Revenue

10.5 Current costs exceed the available base budget for the services and as such significant additional revenue funding is required in each year to deliver the enhanced level of provision for pupils proposed in this report.

10.6 It is important to note that the Education Department budget does not have sufficient capacity to support the revenue or capital costs associated with this proposal. Therefore, should the proposal above be agreed as the preferred model, significant additional corporate funding will need to be secured in order to progress the recommendation.

10.7 Similarly, due to current pressures (relating in the main to interim staffing and accommodation issues); it is highly unlikely that the savings of £340k identified against the Education Department's behaviour support budget line will be met during FY2016-2017.

10.8 It is important to note that additional ER/VR costs will need to be factored in the costings model. However, understandably, at this moment in time, officers are unable to predict the level of ER/VR interest.

10.9 There are clear and immediate revenue and capital financial implications arising from this report. Acceptance of any of these options will result in additional expenditure from 2017-2018 onwards. Given the current financial position of the Council, it is assumed at the current time that any additional revenue resources required will be contained within existing budget provision or will be the subject of an additional budget bid (with specific consequential savings identified).

11. Timeframe

11.1 Establishing additional provision will require consultation for implementation in September 2017.

11.2 The timetable for City and County of Swansea to extensively overhaul its entire EOTAS service to ensure future provision best meets the needs of vulnerable young people is shown below. Failure to meet these timelines would result in a delay of establishing additional provision and therefore a delay in improved provision.

Table 6 Timeline for completion

Date	Milestone	Responsible Officer
September 2016	Additional devolution of funding to secondary schools begins (Memorandum of Understanding with schools in place)	Lindsay Harvey
October 2016	Draft business plan submitted for approval	Nick Williams
October 2016	Business plan submitted to Cabinet Member for Education for approval	Nick Williams
October 2016	Cabinet away-day	Chris Sivers
November 2016	Head of Swansea PRU post (re)advertised	Lindsay Harvey
December 2016	Head of Swansea PRU appointed	Lindsay Harvey
March 2017 – dependent on availability and timescale of feasibility works	Physical locations and capital funding for PRU A, PRU B and PRU C determined and any necessary transitional arrangements	Brian Roles
November 2016	Start to undertake EIA	Rhodri Jones
January 2017	Cabinet for approval for consultation	Chris Sivers
January 2017	Revised “early move” protocol established to further support managed moves	Nick Williams
January 2017	Start consultation (allow 6 weeks)	Rhodri Jones
January 2017	Commission feasibility and design to RIBA Stage 1 /2 for accommodation	Andrew Shaw
March 2017	Publish consultation report	Rhodri Jones
March 2017	Corporate Briefing	Chris Sivers
April 2017	Cabinet	Councillor Raynor
April 2017	Allow 10 days’ call-in period	Nick Williams
April 2017	Head of Swansea PRU commences duties	Lindsay Harvey
May 2017	Swansea PRU Senior Leadership Team (SLT) positions advertised (i.e. Deputy Head of PRU, Head of PRU A and Head of PRU B)	Head of Swansea PRU

May 2017	SLT posts appointed	Head of PRU
May 2017	Support Team posts advertised	Head of PRU
May 2017	Remaining Support Team posts appointed	Head of PRU
May 2017	Council	Councillor Raynor
June 2017	New enhanced VAP in place	Gavin Evans
June 2017	Co-working arrangements with Prevention services in place	Gavin Evans
June 2017	Proceed to planning application subject to outcome of feasibility / design	Andrew Shaw
July 2017	School in-house provision mapped	Head of PRU
July 2017	Tracking/performance framework developed for the enhanced VAP	Gavin Evans
August 2017	SLT and remaining support team posts commence duties	Head of PRU
September 2017	New service model implemented with PRU C in place	Head of PRU
September 2017	Planning application determined	n/a
September 2017 (slipped to September 2018 if Band B scheme)	Out to tender for completion of design/construction works	Andrew Shaw
April 2018 (slipped to April 2019 if Band B scheme)	Start construction works	Andrew Shaw
April 2018	New Behaviour and Wellbeing Strategy in place	Head of PRU
April 2019 (slipped to April 2020 if Band B scheme)	Completion of building work on the three physical settings to accommodate the PRU A, B and C	Andrew Shaw

12. Next steps

- 12.1 Officers will need to establish a communication plan in line with approval and timeframe as above. It is also important that the activities listed above are completed in line with identified dates.

13. Legal implications

- 13.1 The various permutations will necessitate the legal implications to be reviewed and updated on a regular basis as the matter progresses.

- 13.2 The Education (Pupil Referral Units) Application of Enactments) (Wales) Regulations of 2007 and 2015 stipulate what aspects of primary and secondary legislation which exist in relation to mainstream schools are also applicable to pupil referral units. These statutory requirements will need to be in place whichever future iteration of provision is established and should be in place for the current pupil referral unit provision. Examples include the need for a school development plan, a written statement in relation to sex education and policies to promote good discipline and behaviour on the part of its pupils.
- 13.3 Part 1 of the Staffing of Maintained Schools (Wales) Regulations 2006 applies (subject to modifications) to pupil referral units as it would to mainstream schools. Should the proposals involve the appointment of new staff then legal advice should be sought as to the applicability of these regulations.
- 13.4 The Education (Pupil Referral Unit) (Management Committees etc.) (Wales) Regulations 2014 and the accompanying guidance will need to be followed to ensure that any future provision has an appropriately constituted management committee and instrument of government. Advice should be sought on the implication of these Regulations when the future provision is identified.
- 13.5 It is a requirement for pupil referral units to be registered with Welsh Government. Depending on the model and site preferred, this registration may require updating or resubmitting to ensure ongoing compliance.
- 13.6 Legal advice should be sought on an ongoing basis in relation to the employment law implications should the proposals being developed include a restructure of staff resources.
- 13.7 While not directly applicable to pupil referral units, the School Organisation Code 2013 provides guidance as to the considerations to be had when making changes to school organisation. It is recommended that if there is a significant change proposed such as a change to the school site or a reduction in school places then the guidance in the Code is considered. The Code also provides guidance in relation to ensuring quality and standards in education and assessing the impact of proposals on quality and standards which would provide officers with a helpful benchmark for deliberations.
- 13.8 Regard should be had to the United Nations Convention on the Rights of the Child at all times when developing proposals and particularly in relation to proposals which directly impact upon young people.
- 13.9 Officers should consider how proposals when advanced will match the stated aims and requirements of the Welsh-Medium Education Strategy and the City and County of Swansea Welsh in Education Strategic Plan (WESP) 2014-2017 (and subsequent WESPs).

14. Equality and engagement implications

- 14.1 An Equality Impact Assessment (EIA) screening form has been completed with the agreed outcome that a full EIA report was required. The full EIA report will be drafted once the locations of the potential settings are decided upon.
- 14.2 Service provision for Welsh speakers is recognised as a specific (potential) requirement and any solution must address this aspect. As detailed in the EIA screening, further work on this is needed to inform any final decision.

Background papers:

None

Appendices:

Appendix A	Details and further background information on recent PRU provision in City and County of Swansea
Appendix B	PRU senior staffing structure
Appendix C	EOTAS future accommodation briefing
Appendix D	Risk register
Appendix E	EOTAS project plan

Appendix A

1. Background

- 1.1 The Key Stage 4 Pupil Referral Unit (PRU) was placed in special measures by Estyn in 2013.
- 1.2 In April 2014, all PRU provision in Swansea was registered as a single PRU portfolio
- 1.3 In January 2015, Estyn conducted a follow-up visit to monitor key stage 4 PRU provision and carried out an overview of all the PRU settings including Arfryn, the Step-Ahead Centre, the Key Stage 4 Education Centre and EOTAS Pathways. The result of this visit was to place the whole portfolio in need of significant improvement. A post-inspection action plan (PIAP) was drawn up and a new challenge adviser with responsibility for special educational needs (SEN), including the PRU and special schools, took up post in May 2015.
- 1.4 To address the local authority education services for children and young people (LAESCYP) PIAP recommendations, an independent review of behaviour and EOTAS was completed. Based on the review recommendations, the local authority put forward a proposal to reorganise EOTAS. This proposal was consulted on in February 2015 and included:
 - 1.4.1 the remodelling the Home Tuition Service;
 - 1.4.2 closure of the Key Stage 4 Education Centre; and the
 - 1.4.3 amalgamation of the Step-Ahead Centre and Arfryn.
- 1.5 The remodelling of the Home Tuition Service started in May 2015 and finished in December 2015. The main outcome of this activity was that the service was reduced from 12.78 full-time equivalent (FTE) posts to 7.1 FTE posts.
- 1.6 The changes to the remaining elements of EOTAS were further considered with a report to Cabinet on 27 July 2015.
- 1.7 The City and County of Swansea's Education Inclusion Scrutiny Inquiry Panel Report '*High Aspirations - How are services being improved for those children and young people who need or are at risk of being educated other than at school?*' was submitted to Cabinet in October 2015.
- 1.8 The report drew ten conclusions that had implications for the local authority, schools, EOTAS services, the PRU management committee, post-16 provision and support services. Many of the conclusions indicated that there needed to be a more cohesive approach to working with children and young people who needed, or were at risk of needing, EOTAS services and that all professionals involved needed to communicate more effectively with each other.

- 1.9 In addition, the report concluded that there should be more emphasis on pupils being reintegrated back into mainstream schools, that the current services and outcomes for this group of children need improving and that the PRU Management Committee must drive improvement in the EOTAS service.
- 1.10 The report also concluded that the fabric and suitability of the buildings used to house EOTAS services must be improved as a matter of urgency and that pupil voice should be heard for this group of vulnerable children and young people.
- 1.11 The report made 20 recommendations which were detailed and required a layered approach for implementation throughout education services across Swansea as they ranged from changes to operational procedures to systemic planning and organisation.

2. Changes and improvements

- 2.1 A new PRU Management Committee has been established in accordance with new guidance issued by Welsh Government.
- 2.2 An Accelerated Intervention Board (AIB) has been established to support the work of the management committee of the PRU. This board is chaired by an independent chair with a proven record of PRU management.
- 2.3 Estyn conducted a monitoring visit to Swansea PRU in March 2016. At that time, Estyn judged that sufficient progress had been made by the PRU to enable them to recommend that the PRU be removed from the any category of follow-up by Estyn. The PRU, therefore, returns to the normal cycle of inspection by Estyn
- 2.4 The substantive headteacher at the Step-Ahead Centre was seconded to the local authority as interim Head of Swansea PRU in June 2015. This fixed-term arrangement ends on 31 March 2017. It is therefore important that we consider a more permanent model for the overall leadership of the Swansea PRU going forward.
- 2.5 The two secondments to leadership roles at the Step-Ahead Centre and Arfryn proved very successful but both secondees will returned to their substantive posts in their mainstream schools on 1 September 2016. A further secondment from a mainstream school has been made for the acting headteacher role at Arfryn and again this is proving very successful.
- 2.6 There is a temporary deputy headteacher at the Step-Ahead Centre and it is proposed that the member of staff in this post continues but without a further secondment for the acting headteacher post being sought. This would ease budgetary pressure as the substantive deputy headteacher is currently not in a position to return to work. Effective leadership can be sustained at the Step-

Ahead Centre by the current temporary deputy headteacher continuing in a non-teaching role with support from the Head of Swansea PRU.

- 2.7 The Home Tuition Service currently remains under the temporary line management of a senior educational psychologist until more permanent leadership of the PRU can be secured. It is worth noting that the Home Tuition Service will need to be relocated to new accommodation when their current base at Dan-y-Coed House is no longer available.
- 2.8 In accordance with the Cabinet proposals and following on from the recommendations of the 2014 review of EOTAS provision, funds (£408,000 for the financial year 2016-2017) will be delegated to mainstream secondary schools with effect from September 2016 to allow them to further develop their provision for 14 to 16 year-old learners with social, emotional and behavioural difficulties (SEBD). Provision will be maintained centrally to cater for the needs of this group of learners, but the number of places will be capped at 75 for the financial year 2016-2017. A draft memorandum of understanding (MoU) has been drawn up so that both schools and the local authority are clear about their roles and responsibilities arising from this new delegation of funds. It is hoped that this MoU will be agreed by schools by 30 June 2016.

3. Summary of workshop conclusions and possible future direction of travel

- 3.1 On 24 May 2016, the City and County of Swansea held a workshop, involving a wide range of delivery partners and stakeholders, to consider how the local authority could best support the needs of vulnerable learners in Swansea going forward. The following recommendations were made:
 - 3.1.1 Every child in the City and County of Swansea (CCoS) should be supported to thrive in school with well-being and pupil voice (Appendix A provides additional information in respect of learner voice) as the central pillars
 - 3.1.2 Focus on early identification and appropriate intervention needs to be developed to address underlying needs aligned to an agreed philosophy of inclusion (refer to Appendix D)
 - 3.1.3 Clear and graduated multi-layered support should be established, with improved infrastructure with built-in accountability
 - 3.1.4 CCoS should continue to provide a centrally co-ordinated service that will be more flexible and will support the needs of a small number of our most vulnerable children and young people
 - 3.1.5 The People Directorate should develop an effective package of support to address learner and the family needs (which will involve a co-ordinated response from all professionals within the Directorate)

3.1.6 Two new teams (Expert Team around the Child (ETAC) and the Rapid Intervention Team (RIT)) should be established as part of a graduated response to provide targeted early intervention in supporting learners and families at risk of becoming in need of EOTAS services

4. Summary of what would vulnerable young people currently being supported by Education Other Than At School (EOTAS) services like to see

4.1 5 to 11 year-old learners with social, educational and behavioural difficulties (SEBD) currently educated in EOTAS settings tell us that they would like:

- a supportive, nurturing environment with access to positive support programmes for themselves and their family;
- regular contact with their mainstream school;
- to be reintegrated back into their original schools;
- outdoor play facilities for recreation and physical exercise; and
- staff who are patient, flexible and understanding.

4.2 11 to 14 year-old learners with SEBD currently educated in EOTAS settings tell us that they would like:

- supportive, nurturing environment with access to positive support programmes for themselves and their family;
- regular contact with their mainstream school;
- to be reintegrated back into their substantive schools;
- staff who are patient, flexible and understanding; and
- a more varied curriculum with opportunities for vocational studies.

4.3 14 to 16 year-old learners with SEBD currently educated in EOTAS settings tell us that they would like:

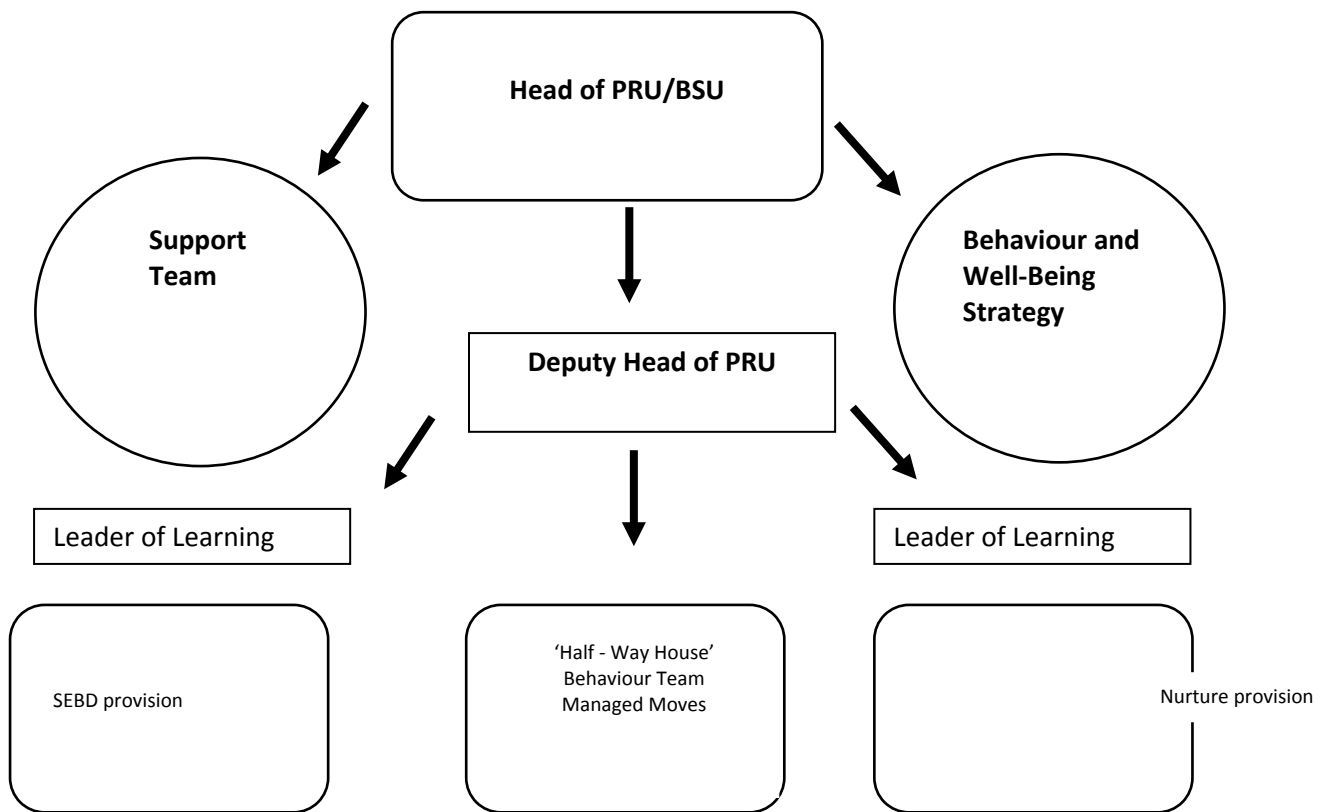
- a combination of centre-based and vocational provision with some small group tuition for literacy, numeracy, skills and a limited number of academic subjects;
- access to emotional support and continuing support for themselves and their families;
- staff who are understanding, non-judgemental, flexible and supportive;
- to continue to be educated outside a mainstream school setting; and
- a post-16 placement that focuses on vocational study.

4.4 11 to 16 year-old learners with anxiety/mental health difficulties currently educated in EOTAS settings tell us that they would like:

- nurturing, supportive environment with premises that allow for outdoor learning, therapeutic input and pleasant recreational areas;
- staff who are understanding, non-judgemental, flexible and supportive;
- a varied curriculum but with opportunities for the study of a broad range of academic subjects;

- to continue to be educated outside a mainstream setting; and
- a post-16 further education (FE) placement.

Appendix B: Future proposed senior management structure



Appendix C: EOTAS Future Accommodation Briefing

1. General requirements

- 1.1 Pupil referral units (PRUs) are subject to the Education (School Premises) Regulations Act (1999) but with certain modifications. PRUs do not have to meet the requirements for playing fields, the provision of a headteacher's room, and staff accommodation for use by teachers for both work and social purposes. Where a PRU provides full-time education, local authorities may provide such accommodation. Local authorities must also ensure that PRU accommodation complies with health, safety and fire regulations, and should provide accommodation suitable for its purpose and appropriate to education. Ready accessibility of premises for the pupils is important.
- 1.2 Toilets and washing facilities for staff may be also be used by visitors. They should be separate from those provided for pupils, except where they are designed for use by those who are disabled.
- 1.3 [Building Bulletin 102 \(Designing for disabled children and children with SEN\)](#) says that, 'Children who have these needs may require a structured learning environment, with clear boundaries for each activity. They may need extra space to move around and to ensure a comfortable distance between themselves and others. They may take extreme risks or have outbursts and need a safe place to calm down. Behaviour support or counselling may take place in a quiet supportive environment.'

2. Proposed restructure of Swansea PRU

PRU A

- 2.1 PRU A will comprise a nurture provision for young people with significant mental health difficulties (which will encompass the provision currently available through the Step-Ahead Centre).
- 2.2 Currently (as of February 2016), there are 28 pupils and 15 staff at the Step-Ahead Education Centre. The number of pupils could expand to 35. The requirements include (with indicative sizes based on Building Bulletins 99 and 102);
 - five classrooms each of 30m². (this is approximately half a standard general classroom size);
 - one counselling room 15m²;
 - one multisensory room 24m²;
 - assembly area with the capability of accommodating approximately 70 people including pupils staff and parents;
 - one relaxation/dining area with off-site catering and servery 60m²;
 - male and female staff and visitor toilets;
 - male and female pupil toilets;
 - access to suitable outdoor space this should include informal and social soft and hard play, games court and habitat area;

- a headteacher's office 15m²;
- an administration office 20m²; and
- a staff room with basic kitchen facilities 40m².

PRU B

2.3 PRU B will comprise: a provision for young people with Social, Emotional and Behavioural Difficulties SEBD (which will encompass the provision currently available through the Key Stage 4 Education Centre, Arfryn and EOTAS Pathways).

2.4 Currently (as of February 2016), there are 60 pupils and 28 staff at the Arfryn Education Centre. This will reduce to 42. The requirements include;

- six classrooms each of 30m². this is approximately half a standard general classroom size) plus one specialist practical room that could be used as a workshop / laboratory / Design Technology which may need to be of a larger size say 60m²
- one counselling room 15m²;
- one meeting room 15m²;
- one multisensory room 24m²;
- one time out / withdrawal room 10m²;
- one relaxation/dining area with off-site catering and servery 60m²;
- male and female staff and visitor toilets;
- male and female pupil toilets;
- access to suitable outdoor space this should include informal and social soft and hard play, games court and habitat area;
- a headteacher's office 15m²;
- an administration office 20m²; and
- a staff room with basic kitchen facilities 40m².

2.5 There are currently (as of September 2016) 75 pupils at the Key Stage 4 Education Centre and EOTAS Pathways (Brondeg House). However, this number will be reduced to 50 pupils with 16 staff by September 2019. The requirements include;

- four classrooms each of 30m². (this is approximately half a standard general classroom size) plus one specialist practical room that could be used as a workshop / laboratory / Design Technology which may need to be of a larger size say 60m²
- one counselling room 15m²;
- one meeting room 15m²;
- one multisensory room 24m²
- one relaxation/dining area with off-site catering and servery 60m²;
- male and female staff and visitor toilets;
- male and female pupil toilets;
- access to suitable outdoor space this should include informal and social soft and hard play, games court and habitat area;
- a headteacher's office 15m²;

- two administration offices each of 20m²; and
- a staff room with basic kitchen facilities 40m².

2.6 The facilities highlighted ie the headteacher's office, administration offices, and staff room could be shared, however, the pupil facilities should be segregated between the KS2/3 and KS4 pupils and cannot be shared.

PRU C

2.7 PRU C will comprise: a "halfway house" setting to support the rapid reintegration of temporarily excluded pupils back into schools, the Home Tuition Service, the Behaviour Support Team and will provide management for Early/Managed Moves.

2.8 Currently (as of September 2016), the Home Tuition Service (HTS) has 15 members of staff who require office space. The requirements include:

- one large classroom large enough for all staff to meet 60m²;
- network points to enable access to ONE and ISIS;
- one/two administration staff requiring network points;
- at least four large desks;
- a dedicated workstation for a team leader; and
- extensive storage.

2.9 Staff are agile workers but all 15 will be on site at the same time at least once a month for team meetings. At other times, staff will usually be on site at different times during the day.

2.10 Currently (as at September 2016), the Behaviour Support Team (BST) has 12 members of staff who require office space. The requirements include:

- one large classroom large enough for all staff to meet 60m²;
- network points to enable access to ONE and ISIS;
- one/two administration staff requiring network points;
- at least four large desks;
- a dedicated workstation for a team leader; and
- storage.

2.11 Staff are agile workers but all 12 will be on site at the same time at least once a month. At other times staff will usually be on site at different times during the day.

2.12 The halfway house setting will accommodate 14 pupils. The requirements include;

- three classrooms each of 30m². (this is approximately half a standard general classroom size)
- one counselling room 15m²;
- one relaxation/dining area with off-site catering and servery 60m²;

- male and female staff and visitor toilets;
- male and female pupil toilets;
- access to suitable outdoor space this should include informal and social soft and hard play, games court and habitat area;
- a headteacher's office 15m²;
- one administration office 20m²; and
- a staff room with basic kitchen facilities 40m².

3. Location

- 3.1 Step-Ahead Education Centre pupils travel from all over Swansea and therefore a location that is central would be preferred and would help to limit transport costs.
- 3.2 Pupils with SEBD in key stages 2, 3 and 4 are predominately located on the Arfryn and Brondeg House sites. Therefore, a central location would be preferred as this would help to keep transport costs down and would enable many children to continue to walk to the centres.

4. Possible Sites

- 4.1 Working with Corporate Property and Building Services (CPBS), the long list of possible options in local authority ownership for the relocation/co-location of the different elements of the Swansea PRU identified to date are listed below.

Asset	Considerations
Former Cwmbwrla Primary School	Sale in progress. Discounted.
Former Llwynderw Primary School site adjacent to Bishop Gore School	The site and building is subject to a Lease to 30/11/2017, and is currently occupied by Singleton Nursery. If their lease was not renewed in 2017, this could result in; <ul style="list-style-type: none"> • a compensation payment • poor publicity The site has not been assessed due to the existing tenancy; however suitability may be compromised by site constraints and traffic issues. Centrally located. May be an option for PRU A, in the longer term, but currently discounted as it is not available until November 2017. Discounted.
Former Daniel James	This site would be unsuitable in its present form if co-located with mainstream provision. A study in 2012 ruled this option out for the relocation of EOTAS as cost prohibitive. Currently being considered for secondary use. Discounted.
Clydach Teachers Centre	Sale in progress. Location unsuitable. Discounted.
Arcacia Road Respite Centre	This is a small Council house, and is not capable of providing fit for purpose accommodation for any of the PRUs in the long term. Discounted.

Nantfelin, Blaenymaes	<p>This is residential accommodation, and is not capable of providing fit for purpose accommodation for any of the PRUs in the long term. It is also earmarked for use by Social Services.</p> <p>The location is unsuitable.</p> <p>Discounted.</p>
Mayhill Family Centre	<p>The existing building is too small to provide sufficient accommodation for any of the PRUs.</p> <p>Likely to be vacated in the next 18 months, but earmarked for possible Social Services use.</p> <p>Discounted.</p>
Gorseinon Youth Centre	<p>This is currently unavailable; one of four youth hubs in use for delivery.</p> <p>Discounted.</p>
Gorseinon Junior site	<p>If Gorseinon Primary School were to be relocated to a new build the earliest date this site could become available would be September 2017.</p> <p>The location is unsuitable.</p> <p>Discounted.</p>
Gowerton Junior site	<p>This site only became vacant 18/12/2015 and could be used for PRU A, the Step-Ahead Education Centre and the Home Tuition Service and/or the Behaviour Support Team with minimal works.</p> <p>This site is now however under consideration for alternative Education use.</p> <p>The location is not ideal.</p> <p>Discounted.</p>
Arfryn	<p>Site area 2.54 acres – single storey</p> <p>This site could possibly accommodate two double modular blocks to house key stage 4 aged pupils from Brondeg House. However the co-location on such a constrained site where segregation would be challenging, of key stage 4 pupils with younger pupils is not preferred.</p> <p>May be an option for PRU B.</p> <p>Possible option.</p>
Brondeg House	<p>1.1 acres - half of the building being two stories (east end of building) limited parking around building mainly on the west and north sides.</p> <p>The building is in a very poor state of repair and has a limited life expectancy with structural problems.</p> <p>The upper floor has been mothballed.</p> <p>The site is unsuitable for use as a PRU.</p> <p>Extensive works would be required to accommodate any further pupils.</p> <p>Discounted.</p>
Step-Ahead Education Centre, Gors Avenue	<p>Site area 1.2 acres – single storey building built in the 1950's.</p> <p>This site is unsuitable for long term use with inadequate outdoor specification, and sharing what is an already inadequate site at Gors Primary School.</p> <p>This could be adapted for the halfway house, and could be an option for part of PRU C.</p> <p>Possible option.</p>
Cockett House building	<p>Could accommodate PRU A and part of PRU C.</p> <p>Would enable the release of the existing Step Ahead site.</p> <p>Could possibly be realised by September 2017.</p> <p>Affordability would have to be considered.</p> <p>Would reduce the potential capital receipt of between £1.65 -</p>

	<p>£2.2m and the viability of the site for residential development. Revenue implications to be determined.</p> <p>Possible option.</p>
Cockett House site including all buildings	<p>6.42 acres including four buildings, Cockett House, Ty Cwm and Ty Gwaun, and Lwyncelyn. Centrally located.</p> <p>Could accommodate all of the PRUs, and provide the optimum solution to deliver The Best education provision in Swansea. Would enable release of the three existing sites, reduction in backlog maintenance.</p> <p>Could provide opportunities for other uses.</p> <p>May not be realised by September 2017 and would require interim measure.</p> <p>Affordability would have to be considered.</p> <p>Loss of capital receipt for site would be offset in part by capital receipts for Arfryn, Brondeg, and Step Ahead.</p> <p>Revenue implications to be determined.</p> <p>Possible option.</p>
Hill House Cockett site	<p>This site is now part of the College. The College expect to develop this site in the future in conjunction with the Tycoch campus, when there may be opportunities to utilise part of the site / buildings. However the College have advised that it does not currently have any buildings available that could be utilised, and this option is therefore discounted.</p> <p>Discounted.</p>
ABMUHB properties	ABMUHB have advised that they do not have any available buildings.

5.0 Options appraisal

5.1 The possible mix of site options is therefore;

- 5.1.1.1 Step-Ahead Education Centre, Gors Avenue – for part of PRU C excluding BST and HT teams, and
- 5.1.1.2 Cockett House building – for PRU A and part of PRU C excluding halfway house
- 5.1.1.3 Arfryn – for PRU B,

Advantages

- This option could meet all the accommodation requirements
- Would enable the release of Brondeg House for disposal and provide a significant reduction in backlog maintenance

Disadvantages

- Would reduce the capital receipt for the Cockett House site
- Could put at risk the viability of the Cockett House site for residential development
- This is not the optimum solution to realise the desire that EOTAS provision is **The Best** education provision in Swansea
- This Step Ahead site is unsuitable for long term use with inadequate outdoor areas

- The co-location on the Arfryn site where segregation would be challenging, of key stage 4 pupils with younger pupils is not preferred

5.1.2.1 Step-Ahead Education Centre, Gors Avenue – for PRU A

5.1.2.2 Arfryn – for PRU B,

5.1.2.3 Accommodation tbc for PRU C

Advantages

- Would enable the release of Brondeg House for disposal and provide a significant reduction in backlog maintenance

Disadvantages

- This is not the optimum solution to realise the desire that EOTAS provision is **The Best** education provision in Swansea
- This Step Ahead site is unsuitable for long term use with inadequate outdoor areas, and sharing what is an already inadequate site at Gors Primary School
- The co-location on the Arfryn site where segregation would be challenging, of key stage 4 pupils with younger pupils is not preferred
- A suitable site long term site for PRU C has not yet been identified
-

5.1.3.1 Cockett House site including all buildings – for all PRUs. Whether this could be achieved by the remodelling and refurbishment of the existing buildings on the site, or would require any new build would require a more detailed feasibility study.

Advantages

- Would provide the optimum solution to deliver **The Best** education provision in Swansea
- Would enable release of the three existing sites and a significant reduction in backlog maintenance
- Could provide opportunities for other uses on this centrally located site now or in the future
- It **may** provide the most efficient solution in terms of revenue running costs, and life expectancy

Disadvantages

- Loss of capital receipt for site, although this would be offset in part by capital receipts for Arfryn, Brondeg, and Step Ahead.

6.0 Recommendation

6.1 Subject to a feasibility study being undertaken, at this stage, the Cockett house site for the whole PRU presents the optimum solution, and releases the three exiting sites. The use of only part of the Cockett House site for the PRU would not achieve the same benefits, but significantly compromise the value

and saleability of the remainder. It is therefore recommended that option three is explored further.

7.0 Timescales and funding

- 7.1 Until a feasibility is undertaken it is not certain any of the options could be delivered in full by September 2017. If this was the case, it may be necessary to plan for an interim measure, to provide accommodation for PRU C from September 2017.
- 7.2 Deliver agreed accommodation by September 2017 if possible or September 2018 as a long stop, solely **funded by the authority**, and provide interim accommodation by September 2017.
- 7.3 A budget of £100,000 will be required undertake the feasibility and it is expected the findings will be available by June 2017. The feasibility study would also need to consider suitability, life expectancy, opportunity cost, impact on backlog maintenance and revenue running costs.

Appendix D: Risk Register

Risk ID	Date Identified	Risk Owner	Risk Description	Likelihood	Impact	RAW Score	RAW Class	Control Measures	Likelihood	Impact	RES Score	RES Class	Action	Target Date	Status
EOTAS01	08/09/16	Lindsay Harvey	Failure to appoint suitably qualified and experienced Head of PRU and BSU	3	4	12	Yellow	Maintain existing interim arrangements	2	4	8	Yellow	Tolerate	October 2016	Open
EOTAS02	08/09/16	Lindsay Harvey	Insufficient revenue resources to support the proposed structure	5	5	25	Red	Lead and other members fully included in the project from the outset. Early identification of costs. Cost Benefit ratio of the proposal fully developed and understood.	3	4	12	Yellow	Treat	October 2016	Open
EOTAS03	08/09/16	Lindsay Harvey	Insufficient capital resources to support the accommodation requirement of the proposed structure	4	5	20	Yellow	Feasibility Options fully explored and costed and benefits of preferred option fully developed. Synergy with current capital strategy	3	5	15	Yellow	Treat	November 2016	Open
EOTAS04	08/09/16	Simon Evans (then hew head of the PRU when appointed)	Failure to appoint appropriately skilled staff to the new structure	3	4	12	Yellow	Recruitment strategy needs to be clear as to staffing requirements of the new structure with robust appointment procedures developed and in place.	2	3	6	Yellow	Tolerate	June 2017	Open
EOTAS05	08/09/16	Lindsay Harvey Simon	Staff and Union opposition to the proposals and any revised	3	4	12	Yellow	Early and continued engagement with staff and	3	2	6	Yellow	Tolerate	October November2016	Open

		Evans (then hew head of the PRU when appointed	working practices					unions with appropriate and timely information. Build understanding of the proposals. Early and consistent HR advice and support.							
EOTAS06	08/09/16	Rhodri Jones Simon Evans (then hew head of the PRU when appointed	Cultural change processes are not robust enough and schools fail to engage to keep children and young people in mainstream settings	4	5	20		Ensure comprehensive and timely information is provided to schools ensuring that official processes are clear and understood. Ensure that the benefits of the proposals are communicated clearly and understood. Provide opportunities for face to face discussions to address any concerns. Develop and implement supporting strategies (e.g. behaviour strategy). Identify change champions within the schools.	3	3	9		Treat		Open
EOTAS07	08/09/16	Nick Williams	Heads fail to engage with proposed Managed Moves Panel	4	5	20		Work with heads and deputy heads to explain the benefits of the proposed	3	3	9		Treat		Open

								Managed Moves Panel and be clear about any sanctions that could be imposed if Heads don't engage						
EOTAS08	08/09/16	Rhodri Jones	Wider stakeholder opposition	3	3	9		A clear communication and engagement strategy is in place. Co-production is fully defined, understood and taken forward with parents/carers and young people	2	2	4		Tolerate	Open
EOTAS09	08/09/16	Lindsay Harvey	National policy changes/ new guidance from Welsh Government	3	3	9		Ensure regular up to date information is provided and early identification of changes communicated. Undertake impact assessment should changes be forthcoming	2	2	4		Tolerate	Open
EOTAS10	08/09/16	Lindsay Harvey	Member support for the proposals and any difficult decisions (excluding finance) to be made during the project is not fully secured	3	4	12		Lead and other members fully briefed on proposals/ issues/problem as they arise	2	3	6		Treat	Open
EOTAS11	08/09/16	Lindsay Harvey	Timescale for implementation slips beyond	4	5	20		Contingency plans in place to ensure children	3	5	15		Treat	Open

		Simon Evans (then hew head of the PRU when appointed)	September 2017					and young people not disadvantaged							
EOTAS12	08/0916	Simon Evans (then hew head of the PRU when appointed) Gavin Evans	Adverse impact on the number of young people at risk of becoming NEET	3	4	12		Ensure that appropriate personalised learning is provided. Ensure information and data is used appropriately to provide early intervention and targeted support	3	4	12		Tolerate		Open
EOTAS13	08/09/16	Nick Williams	Supporting strategies (e.g. Behaviour Strategy) either not in place or fully developed to support proposals	3	4	12		Ensure appropriate resources are employed to develop strategies and that interface with EOTAS proposals are fully understood	3	4	12		Treat		Open

Appendix E: EOTAS Project Plan

1. Project organisation

1.1 A EOTAS Steering Group will be established to oversee the development of the new EOTAS Service. The Group's membership is proposed below:

Steering Group Members	Roles	Key Responsibilities
Chris Sivers	Director of People and Senior Responsible Officer (SRO)	<ul style="list-style-type: none"> • Report progress to the Corporate Management Team • Report to and liaise with elected members
Nick Williams	Head of Learner Support Service and Chair of EOTAS Steering Group	<ul style="list-style-type: none"> • Chair meetings of the steering group • Accountability for the overall success of the project • QA of deliverables • Ensure the project gives return on investment • Provide assurance to the SRO
Robert Douglas	(currently Head of Lifelong Learning) Project Manager	<ul style="list-style-type: none"> • Manage the implementation of the new EOTAS service • Manage the ongoing work of the individual workstreams to agreed defined objectives • Provide day to day operational direction to the individual workstreams • Provide regular reports to the steering group • Provide briefings as required
tba	Secondary Headteacher Representative	<ul style="list-style-type: none"> • Provide challenge and advice • Ensure interdependencies are identified
tba	Primary School Representative	<ul style="list-style-type: none"> • Provide challenge and advice • Ensure interdependencies are identified
tba	Senior Representative from Special school sector	<ul style="list-style-type: none"> • Provide challenge and advice • Ensure interdependencies are identified
tba	Representative from	<ul style="list-style-type: none"> • Provide updates and input

	Swansea Association of Governing Bodies	
Julie Thomas	Head of Child and Family Services	<ul style="list-style-type: none"> • Ensure that the proposals and the work of the project link with other support services within the Local Authority
Brian Roles	Head of Education Planning and Resources	<ul style="list-style-type: none"> • Reflect the implications of the proposed structure in terms of capital and revenue budgets within the Education medium term financial plan (COMMENT – the only certainty we have is that the costs do NOT align with the medium term financial plan !!)
Mark Sheridan	Head of Additional Learning Needs Unit	<ul style="list-style-type: none"> • Provide challenge and advice • Ensure interdependencies are identified
Simon Evans	Interim Head of Swansea PRU	<ul style="list-style-type: none"> • To provide challenge and advice • To identify and manage interdependencies
Deb Yeates	Principal HR Officer	<ul style="list-style-type: none"> • To ensure consistent and timely HR advice • To support any recruitment and redundancy process
tba	CAMHS	<ul style="list-style-type: none"> • To ensure that the links are in place with CAMHS
Lindsay Harvey	Chief Education Officer	<ul style="list-style-type: none"> • To ensure that the project meets with the Education Directorate strategic Objectives
Gavin Evans	Principal Youth Officer	<ul style="list-style-type: none"> • Provide challenge and advice • Ensure that the project integrates with other support services for children, young people and their families
Rhodri Jones	Head of Stakeholder Engagement Unit	<ul style="list-style-type: none"> • Ensure that the communications strategy is in place and is regular reviewed • Ensure that mechanisms are in place to engage all stakeholders

- 1.2 The EOTAS Steering Group will be supported by five distinct yet inter-related activity areas. These activity areas, along with the proposed facilitators of each of the activity areas, are listed below:
 - 1.2.1 Activity Area 1 (Accommodation) – Brian Roles;
 - 1.2.2 Activity Area 2 (Leadership) – Lindsay Harvey;
 - 1.2.3 Activity Area 3 (Staffing) – Simon Evans;
 - 1.2.4 Activity Area 4 (Stakeholder engagement) – Rhodri Jones; and
 - 1.2.5 Activity Area 5 (Support for young people and families) – Gavin Evans.
- 1.3 The Project Support Officer will be Gemma Whyley* (Transformation Coordinator). The Project Support Officer is not a member of EOTAS Steering Group. *TBC
- 1.4 The Project Support Officer role will be driven by the needs of the project and the Project Manager. The Project Support Officer will provide day-to-day support for all activities managed by the EOTAS Steering Group. This will take the form of advice on project management tools and administration services (including providing the secretariat at EOTAS Steering Group meetings, paperwork maintenance and data collection).
- 1.5 The steering group may invite additional members, including finance and legal representatives, on an ad hoc basis as required.

2. Project Controls

- 2.1 Project Progress will be reported to the EOTAS Steering Group through a project progress highlight report which will:
 - Summarise what tasks and work have been completed during the reporting period
 - What activities are delayed and reasons why
 - What tasks and work are expected to be completed during the next period
 - Current status of risks, issues and problems that may affect the project
 - What action needs to be taken by SRO and others.

- 2.2 Risk Management – risks will be logged in the risk register and a risk assessment update will be reported to the steering group and managed through the steering group and project team.
- 2.3 Project Deliverables – agreed project deliverables will be agreed by the EOTAS steering group and will be reviewed by the project manager.

Report of the Cabinet Member for Education

Cabinet – 15 December 2016

ESTYN INSPECTION OF LOCAL AUTHORITY EDUCATION SERVICES FOR CHILDREN AND YOUNG PEOPLE 2013 – UPDATE ON PROGRESS IN ADDRESSING THE FIVE RECOMMENDATIONS

Purpose:	For Cabinet to receive an update on the progress in meeting the five Recommendations in the Estyn Inspection Report.
Policy Framework:	Estyn Common Inspection Framework.
Reason for Decision:	Political monitoring of progress in meeting the five Recommendations was stipulated by Estyn
Consultation:	Legal, Finance and Access to Services.
Recommendation(s): 1)	It is recommended that: Cabinet notes the progress update on the five Recommendations in the Estyn Inspection Report.
Report Author:	Lindsay Harvey
Finance Officer:	Pini Patel
Legal Officer:	Stephanie Williams
Access to Services Officer:	Sherill Hopkins

1.0 Introduction

1.1 All local authority education services for children and young people in Wales are inspected by Estyn under the Common Inspection Framework. Local authorities are inspected on the basis of a self-evaluation. The City and County of Swansea was inspected in June 2013 and the report was published in September 2013.

2.0 Background – Estyn Inspection 2013

2.1 Many good features and services were noted in the inspection report

<http://estyn.gov.uk/download/publication/291263.7/inspectionreport-city-and-county-of-swansea-2013>

2.2 Estyn made the following specific judgements:

- primary attendance rates were well below average with nearly half of schools in the bottom 25% when compared to similar schools on the free-school-meal benchmarks;
- too many schools did not improve quickly enough when identified as needing follow-up after a core inspection and too many were in categories of concern;
- the reintegration of pupils in key stage 3 educated other than at school back into mainstream schools and the provision in the key stage 4 pupil referral unit were not good enough;
- processes to quality assure the work of officers were not effective enough to make sure that all officers consistently challenge all schools to improve;
- performance management and quality assurance processes were not applied consistently enough within education services to identify and address underperformance of staff;
- education targets were often not sufficiently challenging; and
- annual reviews of the local authority's education services and the self-evaluation report prepared for the inspection provided too positive an analysis of the local authority's work in a few areas.

2.3 The outcomes of the 2013 inspection were that performance was judged to be adequate and the local authority's capacity to improve were judged to be good. The Inspection Report made five recommendations for improvement.

- R1 Develop and implement a strategy to improve levels of attendance in primary schools
- R2 Quality assure the work of officers to secure greater consistency in the level of challenge they offer to schools
- R3 Improve officers' evaluation of the quality of leadership and management to schools to make sure that underperforming schools are identified and supported quickly
- R4 Improve the quality of provision for those pupils who are educated other than at school, particularly to raise standards of achievement and to assist reintegration back into schools
- R5 Improve the consistency of leadership across all education services and the quality of self-evaluation and improvement planning within education services.

2.4 A post-inspection action plan (PIAP) was developed in the format of the Education Department Business Plan 2014-2015. Estyn accepted the PIAP/Business Plan in July 2014. An end-of-year report on that plan was produced in 2015 and a report for 2016 is in development. The PIAP/Business Plan and the last end of year report can be found at:

www.swansea.gov.uk/estyninspections.

- 2.5 The Chief Executive established an Improvement Board in July 2013 to monitor progress following the inspection. It has met at least monthly from that date to July 2016. Due to the progress that has been made, from September 2016 the board meets on a bi-monthly basis. In addition, the Leader of the Council established a Member-led monitoring board, the Education Leadership Board, which met termly during the first year after the inspection to February 2015. In order to make the monitoring function more transparent, since March 2015 progress is reported directly to Cabinet twice annually.
- 2.6 In March 2015, the Education Strategy Group was established, under the following terms of reference:
- to act as an innovation and ideas forum, drawing together schools and local authority elected members and officers;
 - to ensure the development of coherent and consistent short, medium and long term financial strategies for education in the City and County of Swansea;
 - to ensure political, officer and school involvement in developing such financial strategies – both revenue and capital;
 - to propose options for Council to consider, outlining potential implications; and
 - to provide a mechanism for strategic dialogue in making budget choices, building on the base budget review.
- 2.7 The Education Strategy Group is served by a number of key stakeholders and delivery partners including school governors.

3.0 Progress on addressing the five recommendations and further work required

Key to ratings:

Green – Excellent progress
Yellow – Good progress
Amber – Limited progress
Red – Remains a concern

- 3.1 Recommendation 1: Develop and implement a strategy to improve levels of attendance in primary schools

Status: Yellow

Summary

- Primary school attendance for Swansea schools was 95.7% for 2015-2016 slightly down for the same period in 2014-2015 at 96%
- A total of nine schools achieved 97% and above attendance and thirty-two achieved 96% and above, twenty-two achieved 95% and above and

eleven achieved 94% and above. Only four schools achieved 94% and above and one school achieved 92.8% attendance.

- Attendance at the PRU setting was 74.8% an increase on the same period for 2014-2015 at 66.9%.
- Many schools have recorded high sickness absence during this period.
- All schools are now using the common attendance action plans, local authority target setting analysis tools and follow the ERW attendance process.
- Strong links continue between the Education Welfare Service (EWS) and Education Improvement Team colleagues notably challenge advisers. Every school's autumn term core visit has had a specific allocation of time for the education welfare officer to discuss attendance in benchmark 3 and 4 schools, this has been very positive. Every school is in the process of drawing up an attendance action plan as part of the Autumn Core Visit. All will be completed by the end of the autumn term 2016.
- The Education Department has appointed an Incentivising Attendance Officer who has launched the incentivising attendance scheme with schools. A competition for primary aged pupils to draw up a poster to promote good attendance has identified 'A Mighty Attender' as the promotional campaign slogan. An official launch event has been arranged for 6 December 2016. The pupil voice has contributed significantly to this initiative.
- Secondary attendance for Swansea schools for the first half of the autumn term 2016 was 94.7% which is lower than 95.2% for the same period in the previous academic year.
- The "expected" benchmark position would be 14th based on free school meal measures.
- This figure is down 0.5% compared to 2014-2015.
- A few secondary schools will be targeted for additional support and challenge.
- Of the fourteen secondary schools, three had attendance of 93% and above and four achieved attendance of 94% or above, three achieved 95% and above and three achieved 96% and above. Only one secondary school had attendance below 93%.

Further work required

- Data is disappointing compared to the position in the autumn term 2015. However, with concerted effort the end of year projected outcomes for 2015-2016 can be achieved. Schools and the local authority will continue to work together to embed and share the strategies and actions that lead to higher levels of attendance.
- Education welfare officers and challenge advisers as well as the Incentivising Attendance Officer are identifying good practice which is being shared at every opportunity particularly with schools that have failed to make good progress or struggled to implement concepts supporting good attendance and punctuality
- Revised guidance (which includes model warning letters) has now been agreed and has been issued to schools.

- Plans are in place to finalise the revised Code of Conduct for Cabinet approval.
- The Education Welfare Service supports schools regarding the issue of Fixed Penalty Notices in order to ensure that a consistent approach is being implemented across all Swansea schools. An administrative assistant has been appointed and has put in place excellent tracking/audit procedures to support the administrative functions. This post is funded from income from the Fixed Penalty Notices as agreed by Welsh Government.
- In the longer term, the impact on the readiness for school of young children in areas covered by Flying Start provision should support their well-being and contribute towards improved attendance.

3.2 Recommendation 2: Quality assure the work of officers to secure greater consistency in the level of challenge they offer to schools

Status: Yellow

Summary

- The consistent challenge to schools has shown strong progress since the inspection in 2013. There are now effective standardised processes in place to ensure rigorous challenge (ie deep data analysis, tighter reporting mechanisms and quality assurance procedures). ERW's single platform (Rhwyd) for gathering intelligence across schools captures school improvement well. Thus, all challenge advisers work to common set of high expectations.
- A new regional Head of Quality and Standards has been appointed to ensure that challenge across each hub within the region remains high. Best practice is now shared on a wider basis within Swansea and between other local authorities within the region.
- The autumn core visits and reports to Estyn are subject to robust quality assurance processes. From September 2015 a regional platform for challenge adviser reports has been created to ensure greater consistency on challenge. Joint visits with peers, the Head of Education Improvement and the Chief Education Officer provide further assurance on consistent challenge. All autumn core visit documentation has been assessed by the Head of Education Improvement and lead challenge advisers. Moderation exercises at regional and national levels are in place to ensure consistency.
- Quality assurance of the second core visit is undertaken by the Chief Education Officer. Feedback was provided to challenge advisers in September 2015. From 2016, each lead challenge adviser and Hub Head of Education Improvement will undertake quality assurance.
- Minimal expectations on the levels of challenge have been reinforced again through training and the issuing of the challenge adviser handbook. This has been replicated in 2016.
- Challenging lines of inquiry now underpin the work of all challenge advisers.

- Quality assurance protocols for reports to Estyn have been strengthened so that the Chief Education Officer approves reports after the Head of Education Improvement has quality assured them.
- Throughout the year, training and guidance has been delivered to challenge advisers in addition to continual feedback on written reports. A summative report on reports to Estyn has been produced and fed back to challenge advisers and the Hub joint senior managers meeting, to secure continual improvement. This continues in 2016.
- Training on data analysis has been provided to challenge advisers to generate more challenging lines of inquiry.
- Lead challenge advisers are now consistently good role models for effective challenge in both secondary and primary sectors.
- In the termly visit by Estyn link inspectors in November 2015, it was confirmed that Swansea is a typical authority in terms of the quality of its challenge and support, neither worst nor best in Wales. The balance of evidence supports the yellow status of this recommendation. In July 2016, the link inspector reported that Estyn judged, during inspection of school improvement services in June 2016, that the service provided across the region is good. Improvements were acknowledged in how challenge advisers report to Estyn and in the evidence considered to monitor and evaluate schools.
- All schools have attended September seminars so that they are appraised of what to expect during monitoring visits by challenge advisers.
- Induction, training and standardised guidance has been given to new challenge advisers on how to monitor and evaluate schools effectively.

Further work required

- While the current configuration of Education Improvement Service personnel provides a high-quality service, staff recruitment and retention continues to be challenging (most notably in the secondary sector).
- Continue to monitor the written work and field work of challenge advisers closely.
- Ensure that the new regional repository for monitoring reports (Rhwyd) is utilised consistently through checking and providing written feedback on each report.
- Ensure that there is consistent challenge on the quality of statutory school development plans which now contain pupil deprivation grant and education improvement grant expenditure plans.
- Distribute leadership further so that more quality assurance is undertaken by lead challenge advisers.
- New challenge advisers have started in September 2016. As a result, quality assurance requirements have increased.
- School to school work is increasing with greater peer challenge. However, it is more challenging to ensure consistency with more part-time school improvement professionals.

- Since September 2016 a consistent approach is being adopted in how the service provides feedback to schools on their *improving quality* processes.
 - No additional lines of enquiry have been included this year during autumn visits.
- 3.3 Recommendation 3: Improve officers' evaluation of the quality of leadership and management in schools to make sure that underperforming schools are identified and supported quickly

Status: Yellow

Summary

- The autumn term visits in 2015 challenged leadership, on all levels, thoroughly. Leaders are expected to produce evidence to support improvements. There is clearer continuity from one monitoring visit to the next where progress is determined by response to previous recommendations. Recommendations are set by Estyn and the education improvement service.
- A leadership development programme for both primary and secondary sectors is meeting the needs of the senior leadership teams in the secondary sector and new or acting headteachers in the primary sector.
- Support for underperforming schools has been strengthened through co-ordinated support to schools.
- Schools continue to be supported, on a cluster basis, to help improve the accuracy of teacher assessment because teacher assessment has been too generous in a few schools.
- Challenge advisers now provide feedback on the quality of strategic planning and evaluation processes and reports.
- All schools were evaluated during the second core visits in 2014-2015 to challenge their monitoring processes for improving the quality of teaching.
- All new and acting headteachers have been assigned mentors.
- From September 2016, all schools will receive formal feedback on their improving quality processes.
- A further emphasis has been placed on governor attendance during monitoring visits.
- Secondary challenger advisers are now experienced leaders conducting peer challenge and review. The risk of cosiness has been mitigated against, through quality assurance procedures.
- Evaluations of schools in primary schools are now more firmly based on the principle of schools producing their own evidence of their capacity to improve.
- There are suitable programmes in place for growing leadership within schools as well as a greater scrutiny on how schools develop leaders from within.

Further work required

- Further develop the leadership and management programme to build capacity at all levels of management within schools. A group of primary

headteachers are working with the lead primary challenge adviser to develop a deputy head development programme – this work will feed into the regional leading learning group work and is leading provision in this area in the region.

- Raise awareness of leadership standards to ensure aspiring (and existing) senior leaders have a full understanding of all aspects of leadership and management (eg HR, trade union issues, finance, health and safety and buildings). (This is built into the aspiring headteachers programmes and is planned for the new primary deputy headteacher programme).
- Continue to liaise with ERW and University of Wales Trinity St David's to develop a robust leadership development programme. (Both the secondary and primary aspiring heads programmes are accredited by Trinity St David's)
- A few primary schools were placed in a statutory category within the 2014-2015 academic year. In all cases, pupils' performance, according to teacher assessment, appeared good and this masked issues on managing resources, including staff.
- Deploy leaders to support the work of other leaders.
- Provide specific training for long-term serving headteachers.
- Early identification and prevention on stressors that affect headteacher wellbeing.
- Middle leaders in primary/ secondary have had access to regional training in Autumn 2016 and there is now a more formal network for deputy headteachers in Swansea.
- Maintain vigilance that the impact of leadership is evaluated and not just the activities undertaken by leaders.

3.4 Recommendation 4: Improve the quality of provision for those pupils who are educated other than at school, particularly to raise standards of achievement and to assist reintegration back into schools

Status: Amber

Summary

- Estyn undertook a monitoring visit to Swansea PRU on 14-16 March 2016 and removed the PRU from being 'in need of significant improvement'.
- The designated challenge adviser continues to work closely with the centres that comprise the Swansea PRU. The Additional Learning Needs Unit and the Education Improvement Service are also working to support the PRU.
- The Intervention Board will continue to work with the Swansea PRU Management Committee in the short term to ensure robust monitoring of the effectiveness the new PRU improvement plan.
- Simon Evans, Head of Swansea PRU, is progressing this plan.
- The plan has challenging targets for improved pupil outcomes including attendance and academic performance.
- A replacement for the leadership of Arfyn Education Centre has been secured through the secondment of an experienced mainstream leader.

- The existing temporary deputy head at Step-Ahead has been appointed as Acting Head on a temporary basis.
- The conclusions and recommendations of the EOTAS Visioning Workshop in May have been summarised into a report which was submitted for consideration to CMT.
- A business plan for the new service delivery model has been prepared and will be submitted to Cabinet in December
- The PRU underwent its first Core Visit 1 and is awaiting final categorisation. It seems likely that the findings of the visit will be that good progress has been made since the Estyn monitoring visit

Further work required

- A new leadership structure for the Home Tuition Service is being developed.
- The Head of Swansea PRU will need to provide extended support to the two temporary leaders of PRU provision from September 2016
- Head of Learner Support Services, Head of Additional Learning Needs Unit and Head of PRU /Behaviour Support Unit managers are working on a new leadership structure for the Behaviour Support Team
- The appointment process for the new Head of the PRU / BSU is underway
- The PRU will undergo its first Autumn Core Visit in October 2016
- Head of PRU/BSU is working closely with Heads of Centres, Head of Learner Support Services and the Challenge Adviser to drive improvement through the new PRU Improvement Plan.

3.5 Recommendation 5: Improve the consistency of leadership across all education services and the quality of self-evaluation and improvement planning within education services

Status: Yellow

Summary

- The 2015 annual self-evaluation of local authority education services for children and young people (LAESCYP) has now secured Cabinet Member for Education approval and has been published.
- The new Education Department Service Plan for 2016-2017 has been finalised and approved.
- A pan-Department internal risk register is now in place. Operational risks are managed by Heads of Unit and are scrutinised through formal governance methodology using the Education Department's Strategic Leads Board (SLB) and Senior Leadership Team (EDSLT).
- A comprehensive performance management system across the Department is now in place. Following consultation with staff, it has been agreed that the Education Department's performance management cycle will be based on an academic rather than a financial year.

- A revised meeting structure has been in operation since May 2015. SLB and EDSLTT meetings continue to be held on a monthly basis. All meetings have comprehensive agendas, are minuted and receive formal reports. There is a strong focus on corporate priorities, local targets and regional objectives at each meeting.
- A revised structure for the Education Department has been implemented and, having now been in place for 11 months, it continues to provide a stable and consistent service.
- The recently-appointed Head of Learner Support Service has now been in post for three months. Along with the Chief Education Officer, the Head of Education Improvement Service, the Head of Education Planning and Resources and the Head of Strategic Planning and Improvement Group, the Education Department's top-level team is now fully populated and is functioning well.
- The Department has revised its operational plan and service area performance evaluation reporting templates.

Further work required

- The Education Department's revised performance management arrangements need to be embedded across all service areas. The target date for full engagement is 31 August 2017.

3.6 A self-evaluation of Local Authority Education Services for Children and Young People takes place each year. The 2016 report is in development. Previous versions can be found at: www.swansea.gov.uk/estyninspections. The self-evaluation provides more detail on the areas covered by the Recommendations.

4.0 Equality and engagement Implications

4.1 While there is no specific equality of engagement implication associated with this report, some specific areas of work resulting from the recommendations will be subject to the Equality Impact Assessment (EIA) process (which incorporates the UNCRC). For example, an EIA report has been developed for the EOTAS review.

5.0 Financial implications

5.1 Whilst there are no immediate financial implications arising from this report, acceptance could result in additional expenditure at a future time. Acceptance does not mean that additional resources will be made available and it should be assumed that future spending needs will need to be contained within existing budget provision and have full and due regard to the budget principles set out in 'Sustainable Swansea – Fit for the Future' and the likely levels of future budgets having due regard to the budget and medium-term financial plan.

6.0 Legal implications

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

Background Papers:

Common Inspection Framework

<http://www.estyn.gov.uk/download/publication/11438.7/common-inspection-framework-from-september-2010/>

Estyn Guidance on inspection of Local Authority Education Services for Children and Young People

<http://www.estyn.gov.uk/download/publications/8326.5/guidance-for-the-inspection-of-local-authority-education-services-for-children-and-young-people-from-september-2010/>

City and County of Swansea LAESCYP Inspection Report 2013

<http://www.estyn.gov.uk/download/publication/291263.7/inspection-report-city-and-county-of-swanse-2013/>

Annual self-evaluation of Local Authority Education Services for Children and Young People, December 2014

www.swansea.gov.uk/estyninspections

Appendices:

None

Agenda Item 17.

Report of the Head of Democratic Services & Chief Transformation Officer

Cabinet - 15 December 2016

COUNCILLORS' BROADBAND AND TELEPHONE, ICT AND MOBILE PHONE ALLOWANCES - MAY 2017 & BEYOND

Purpose:	To review the "Councillors ICT - May 2012 and Beyond" policy thereby ensuring that Councillors are provided with an ICT provision suited to their needs and is compliant with the determinations of the Independent Remuneration Panel for Wales (IRPW).
Policy Framework:	None.
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: <ol style="list-style-type: none">1) The current arrangements for Councillors to purchase their own ICT equipment be continued;2) Access to Office 365 to enable cloud technology for more resilient, secure information sharing system, subject to successful pilot be noted;3) The Councillors' ICT Allowance as outlined within the report be noted;4) The Councillors' Broadband and Telephone Allowance as outlined within the report be noted;5) The Councillors' Mobile Phone Allowance as outlined within the report be noted;6) The section relating to Councillors' Self Service be noted.7) The Co-opted Member ICT Allowance and the Co-opted Member Broadband and Telephone Allowance be adopted;8) Council's decision to ensure that all Scrutiny agendas, reports etc. utilise the Modern.gov Software by May 2017 be noted.
Report Author:	Huw Evans & Jo Harley
Finance Officer:	Carl Billingsley
Legal Officer:	Tracey Meredith
Access to Services Officer:	Phil Couch

1. Introduction

- 1.1 As part of the role of Councillors, Broadband, ICT and Voice Communications equipment and systems are essential in enabling that their responsibilities are delivered effectively and securely.
- 1.2 The current "Councillors ICT - May 2012 and Beyond" policy arrangements have been reviewed prior to the Local Government Elections scheduled for May 2017.

- 1.3 The review allows for new technologies to be made available and to align Councillors role to the new Digital strategy of the Authority. Councillors will be leading the way in the Authority wide rollout of a new Digital culture ambition aiming to make Swansea a lead Authority in the UK.
- 1.4 This report also seeks to review the Councillors' Broadband and Telephone Allowance and the Councillors' Mobile Phone Allowance.
- 1.5 This approach links with the determinations of the Independent Remuneration Panel for Wales (IRPW) by which the Authority is bound. Details of the latest IRPW Annual Report and other information may be viewed on their website. <http://gov.wales/irpwsb/home/publication/?lang=en>
- 1.5 The Democratic Services Committee considered the "Councillors' Broadband and Telephone, ICT and Mobile Phone Allowances - May 2017 & Beyond" report on 18 October 2016. The Committee made a number of minor amendments and recommended the report to Council.
- 1.6 Council at its meeting on 24 November 2016 also considered the report and made a number of minor amendments. Council also recommended the report to Cabinet for adoption.

2. Supporting the Work of Local Authority Members – IRPW Determinations

- 2.1 Determinations 6 and 7 of the IRPW Annual Report of February 2016 state:

"Determination 6: The Panel has determined that each Authority, through its Democratic Services Committee, must ensure that all of its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone and email facilities and electronic access to appropriate information";

"Determination 7: The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective Authority as a contribution towards cost of support which the Authority has decided necessary for the effectiveness and / or efficiency of members."

- 2.2 The determinations above apply to Councillors, the Statutory Co-opted Members. The IROW have indicated that the Community / Town Council Representative on the Standards Committee is to be treated as a Co-opted Member for this purpose.

2.3 The Authority has 9 Statutory Co-opted Members and 1 Community / Town Council Representative of the Standards Committee as follows:

- Chair of Audit Committee
- Chair of Standards Committee
- Ordinary Members of the Standards Committee x 4;
- Ordinary Members of Scrutiny Programme Committee x 4 (3 Vacancies);
- Community / Town Councillor Representative of Standards Committee.

3. Current ICT Arrangements

3.1 Currently the Authority provides each Councillor with an ICT Allowance in order to enable them to fulfil their duties. The ICT Allowance allows Councillors to purchase their own equipment. The ICT Allowance should be used to purchase items such as desktop or laptop PC, Tablet Computer, Printer and Software), ICT Peripherals (such as storage, backup facilities, printer paper and ink) and ICT Support to Councillors”.

3.2 This current arrangement allows the flexibility that Councillors requested prior to the Local Government Elections in May 2012. It effectively provides bring your own device (BYOD) technology to Councillors, which was an innovative decision 4 years ago. Councillors are able to purchase which ever device they find beneficial for their work; however they should be mindful that it is compatible with Microsoft Office3.3 The Authority provides the technology for the Councillors to use to access their emails and files. The options enabled are CITRIX for files and emails and webmail for emails. Due to the decision to enable BYOD also required a separate WIFI connection to be installed to access these systems from within the Authority’s main buildings.

4. Consultation Process for Review of Councillors’ ICT Arrangements

4.1 In order to ensure that all Councillors views were considered as part of the review of the Councillors ICT - May 2012 and Beyond policy, the Democratic Services Committee discussed the issue and instructed the Head of Democratic Services and Chief Transformation Officer to liaise directly with the Political Groups on the Council. During September 2016, meetings took place with the Labour and Liberal Democrat Political Groups and discussions with the Independent and Conservative Political Group Leaders regarding the ICT requirements of Councillors.

4.2 Councillors were briefed on how the new Digital Strategy would provide Councillors with increased functionality taking advantage of new cloud technology. This would enable secure information sharing opportunities as part of the increased partnership working. The Digital Strategy is putting in place new infrastructure to support the principals of self service and mobile working.

- 4.3 Councillors have agreed that the current flexible arrangement, of purchasing their own equipment, is the preferred option post May 2017 election. The principle of Councillors being able to use the equipment for their personal use, without the restrictions that a corporate device would impose, is also welcomed.
- 4.4 Councillors referred to the recognised limitations of CITRIX and Webmail and these will be addressed through a pilot of Office 365 which is cloud technology. This pilot is currently being progressed in the Information and Business Change Section. It is proposed that this is rolled out to a pilot group of Councillors from January 2017.
- 4.5 Office 365 has many benefits as it is a web-based version of Microsoft Office which will provide increased resilience and shared service options for partnership. Benefits to using Office 365?
- a) Anytime, Anywhere Access – Email, important documents, contact and calendar on nearly any device from almost anywhere;
 - b) Easy to Use – it works seamlessly with the programs a lot of people know and use most, including Outlook, Word, Excel and PowerPoint;
 - c) Ability to work either online or offline – Office 365 provides users with the ability to work online or offline via office desktop applications on your PC.
- 4.6 Another issue raised by Councillors was the perceived lack of support from the Authority in relation to the devices that Councillors themselves purchased. Councillors were reminded that they should use an element of their Councillors' ICT Allowance to fund such support from a Third Party provider. This will enable Councillors to receive the relevant technical support for the device(s) they purchased. Guidelines are provided and will be updated to assist technical support arrangements in the future.

5. Councillors' ICT Allowance

- 5.1 The Authority currently pays a Councillors' ICT Allowance to all Councillors providing:
- a) Councillors produce a receipt proving their purchase of relevant ICT items. Relevant ICT items being desktop or laptop PC, Tablet Computer, Printer and Software, ICT Peripherals (such as storage, backup facilities, printer paper and ink) and ICT Support to Councillors.
- 5.2 The Councillors' ICT Allowance shall be subject to Tax and National Insurance deductions. **Appendix 1** shows the Councillors' ICT Allowance Claim Form.

5.3 The Councillors' ICT Allowance is as follows:

In the Year immediately following the election of the Councillor	£1,008
Each Year Thereafter (Councillor may take this in advance from Year 2, i.e. £800 (£200 x 4 year Remaining Term of Office). The Authority will not pay any additional monies until following next Local Government Election (Currently scheduled for May 2022)	£200 p.a. (£800) over the term.

5.4 The Authority recommends that an element of the Councillors' ICT Allowance be used to purchase an ICT support service. **ICT Support is defined as:** Either an ad-hoc or fixed contract with a third party (Not the Authority) aimed at providing ICT support should any element of your ICT equipment fail.

5.5 The Authority will only provide Councillors ICT Support for issues directly linked to the Authorities systems, such as Password Reset, Access to Citrix and Oracle. The Authority will also provide general guidelines should the issue relate to an issue with the Councillors device, in order to aid them when having to contact an external ICT Support supplier.

5.6 The software package used by the City and County of Swansea is Microsoft Office. The Authority therefore recommends that Councillors ensure that any device that they purchase is compatible with Microsoft Office. Without such software Councillors may not be able to open certain documents sent to them by the Authority and in turn the Authority may not be able to open documents which the Councillor sends them.

5.7 Should a Councillor cease to remain a Councillor the Councillors' ICT Allowance shall cease and any ICT Support contract taken out by the Councillor shall remain the sole responsibility of the Councillor as will any repayments. Please also refer to the section relating to **"What happens if a Councillor ceases to remain a Councillor?"**

6. Councillors' Broadband and Telephone Allowance

6.1 The Authority currently pays a monthly Broadband and Telephone Allowance to all Councillors providing:

- a) Councillors produce proof on an annual basis of their Broadband and Telephone connection at their home;
- b) Councillors are not in receipt of a payment for Broadband and Telephone at their home from a third party such due to their employment or other election.

6.2 The Councillors' Broadband and Telephone Allowance shall be subject to Tax and National Insurance deductions.

- 6.3 The Councillors' Broadband and Telephone Allowance is currently set at £25 per Councillor per month. This is split as £15 Broadband and £10 Telephone. It is not proposed to amend the amount of this Allowance.
- 6.4 The Councillors' Broadband and Telephone Allowance shall:
- a) Only be paid once per Councillor household (i.e. if there are 2 or more Councillors living at the address then only one person shall receive the payment);
 - b) Not be paid to a Councillor who does not have Broadband at their home address. If a Councillor does not have Broadband at home then they shall be paid £10 per month towards their Council related telephone calls.
- 6.5 Should a Councillor cease to remain a Councillor the Councillors' Broadband and Telephone Allowance shall cease and any Broadband / Telephone contract taken out by the Councillor shall remain the sole responsibility of the Councillor as will any repayments. Please also refer to the section relating to **“What happens if a Councillor ceases to remain a Councillor?”**

7. Councillors' Mobile Phone Allowance

- 7.1 The Authority currently pays a monthly Councillors' Mobile Phone Allowance to qualifying Councillors in order to supplement their mobile phone bills due their increased use for Council business providing:
- a) Councillors produce proof on an annual basis of their Mobile Phone contract.
- 7.2 The Councillors' Mobile Phone Allowance shall be subject to Tax and National Insurance deductions.
- 7.3 There are 12 Qualifying Councillors: Cabinet Members, Presiding Member and the Leader of the Largest Opposition Group. The Councillors' Mobile Phone Allowance is currently set at £25 per Qualifying Councillor per month.
- 7.4 The Councillors' Mobile Phone Allowance is payable from the date when the Councillor is appointed by Council / Leader of the Council to a Qualifying Councillor position.
- 7.5 The Mobile Phone Allowance will only be paid to those Qualifying Councillors that produce annual evidence of their Mobile Phone Account to the Cabinet Officer / Democratic Services Team.
- 7.6 Should a Councillor cease to remain a Qualifying Councillor (as defined above) the Councillors' Mobile Phone Allowance shall cease and any Mobile Phone contract taken out by the Councillor shall remain the sole responsibility of the Councillor as will any repayments.

7.7 Should a Councillor cease to remain a Councillor the Councillors' Mobile Phone Allowance shall cease and any Mobile Phone contract taken out by the Councillor shall remain the sole responsibility of the Councillor as will any repayments. Please also refer to the section relating to **“What happens if a Councillor ceases to remain a Councillor?”**

8. What happens if a Councillor ceases to remain a Councillor?

8.1 If a Councillor ceases to remain a Councillor for whatever reason during their term of office, the Authority will immediately cease payment of any Allowance that the Councillor had previously been entitled to in their role as a Councillor.

8.2 Any contract taken out by the Councillor during their period as a Councillor will be the sole responsibility of that individual. The Authority will not make any payments towards the remaining period of the contract(s).

8.3 Any ICT equipment and ICT support purchased during a Councillors time as a Councillor shall automatically become the property of that Councillor. The Authority shall have no legal claim to it.

8.4 Should the Councillor cease to be a Councillor within the first 12 months of being elected the Councillor must repay the balance of the £1,008 on a complete month pro rata basis. This paragraph is waived should a Councillor die during their term of Office.

9. Payments to Statutory Co-opted Members

9.1 As Statutory Co-opted Members do not have the same time commitment of a Councillor, it is proposed that the ICT Allowance and Broadband and Telephone Allowance for a Co-opted Member be set at 20% of that of a Councillor.

9.2 The Councillor conditions relating to cessation of role be applied to Co-opted Members, so that they would also have to repay on a pro rata basis their ICT Allowance / Broadband and Telephone Allowance should they stand down prior to the end of their term of office.

9.3 The payments referred to above are not automatic payments and must be claimed by using the appropriate ICT Claim Form and / or by providing the annual bill as proof.

9.4 The **Co-opted Member ICT Allowance** would be:

In the Year immediately following the appointment of the Co-opted Member	£201.60
Each Year Thereafter (Co-opted Member may take this in advance from Year 2, i.e. £240 or £160 (£40 x 6 year / £40 x 4 year Remaining Term of Office).	£40 p.a. (£240 or £160) over the term.

- 9.5 As the Co-opted Members are already in place, it is proposed that the ICT Allowance Payments commence following the Annual Meeting of Council in May 2017 and then align with the actual appointment dates in the future.
- 9.6 The **Co-opted Member Broadband and Telephone Allowance** be set at £5 per Co-opted Member per month. This is split as £3 Broadband and £2 Telephone.
- 10. Data Protection Act / Security Advice (Anti-Virus, Anti-Spam, Firewall and Encryption)**
- 10.1 Councillors are likely to handle personal information about individuals; as such they have a number of legal obligations to protect that information under the Data Protection Act 1998. Should a Councillor fail to comply with this Act then they would be liable to a fine of up to £5,000. The Authority pays the fee for each Councillor to be a registered Data Controller.
- 10.2 The Authority strongly advises that Councillors install Anti-Virus, Anti-Spam and Encryption software on any PC, Laptop, Tablet, Mobile Phone etc. used for Councillor Business. The use of a personal Firewall should also be considered. For advice in this area, Councillors should take appropriate security advice from their external ICT Support provider.
- 11. Claiming of Allowances and Providing Receipts / Proof of Purchase**
- 11.1 **Claiming the Councillors' / Co-opted Members Broadband and Telephone Allowance.** Councillors / Co-opted Members must produce proof of Broadband and Telephone connection at their home on an annual basis in order to receive this monthly allowance. Proof shall be required during May / June each year and should be given to the Cabinet Office / Democratic Services Team as appropriate.
- 10.2 **Claiming the Councillors' Mobile Phone Allowance.** Councillors must produce proof of their Mobile Phone Contract on an annual basis in order to receive this monthly allowance. Proof shall be required during May / June each year and should be given to the Cabinet Office / Democratic Services Team as appropriate.
- 10.3 Failure to provide proof of a Broadband / Telephone / Mobile Phone contract during May / June each year will result in payments being stopped until proof is provided. The Authority shall not backdate any payments beyond 3 months.
- 10.4 **Claiming the Councillors' / Co-opted Members ICT Allowance.** Councillors / Co-opted Members should purchase the ICT equipment they require and complete the Councillors' / Co-opted Members ICT Allowance Claim Form as shown in **Appendix 1**. The Claim Form should be returned to the Cabinet Office / Democratic Services Team as appropriate.

11. Councillors Self Service

- 11.1 The Democratic Services Committee at its meeting on 28 June 2016 received and noted an information report reminding Councillors of the Authorities “Sustainable Swansea - Fit for the Future” programme.
- 11.2 The objectives of Sustainable Swansea - Fit for the Future are:
- To transform services;
 - To deliver better outcomes for residents;
 - To achieve financial sustainability.
- 11.3 In order to achieve objectives, Councillors will need to play their role in the change agenda and embrace Oracle. Oracle is the Authority’s integrated HR, payroll, finance, procurement stores and job costing system. It is used across the Authority in every Service Unit.
- 11.4 Councillor Self Service will allow Councillors to view, amend and apply for things via Oracle including:
- Payslips, P60’s and P11d’s;
 - Changes to personal details (address, bank etc.);
 - Car Parking Permits;
 - Mileage and Expenses Claims.
- 11.5 By encouraging Councillors to use Oracle Self Service, it will reduce printing costs, save administration time and costs. All of which will assist the Authority in managing its financial deficit. Oracle Self Service will also allow Councillors to update their information in real time.
- 11.6 With immediate effect, no new Councillor shall receive a paper payslip and will be required to use the Self Service on Oracle. All current Councillors will be encouraged to shift to the Self Service system; however it will be compulsory from the Annual Meeting of Council in May 2017.
- 11.7 The shift to Oracle Self Service Mileage and Expenses Claims will also commence in May 2017; however a number of Councillors will be invited to start using the system sooner, so that the process can be trialled.
- 11.8 Training will be provided to all Councillors in order to manage this process of change. User Guides are available on the Authority’s StaffNet site <http://www.swansea.gov.uk/staffnet/mileageandexpenses>
- 11.9 Modern.gov is the Authority’s software solution for meeting management including placing agendas, reports and minutes online. It is an integrated package which aims to simplify websites for Councillors, Officers and the public. All Scrutiny agendas, reports etc shall be placed on the Modern.gov software system from May 2017.
- 11.10 This approach compliments the Authority’s Digital Strategy.

12. Equality and Engagement Implications

- 12.1 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

13. Financial Implications

- 13.1 Each of the Allowances referred to in this report shall be subject to Tax and National Insurance deductions.
- 13.2 The proposals outlined in the report are contained within existing budgetary constraints.

14. Legal Implications

- 14.1 The proposals identified are in accordance with relevant legislation.

Background Papers: None.

Appendices: Appendix 1 – Councillors' / Co-opted Members ICT Allowance Claim Form.

Background Papers: None.

Councillors / Co-opted Members ICT Allowance Claim Form

Name:	
Address:	
Post Code:	

Please provide details of ICT items or support purchased. In accordance with the Independent Remuneration Panel for Wales (IRPW) Councillors' / Co-opted Members ICT Allowance payments will only be made to Councillors following the completion of this form **together with the relevant receipt(s)**.

Date Purchased	Item / Service Purchased	Cost
Total Amount Claimed		£

- Note:**
- i) I have incurred these costs to enable me to fulfil my duties as a Councillor / Co-opted Member in accordance with the IRPW.*
 - ii) Councillors' ICT Allowance. Year of Election is £1,008. Remaining Term of Office is £200 p.a. x 4 years (£800). The sum of £800 may be taken as a lump sum from Year 2 providing a receipt is provided. The Authority will not pay any additional monies until the following Local Government Election.*
 - iii) Co-opted Members' ICT Allowance. Year of Appointment is £201.60. Remaining Term of Office is £40 p.a. The per annum sum may be taken as a lump sum from Year 2 providing a receipt is provided. The Authority will not pay any additional monies until the following Local Government Election.*

Councillor Signature:		Date:	
------------------------------	--	--------------	--

For Office Use	Checked By:	Payroll No.:	Month Paid:
-----------------------	--------------------	---------------------	--------------------