

# Annual Review of Performance in 2013/14



City and County of Swansea  
Dinas a Sir Abertawe



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## Introduction

The Welsh Government requires all Councils to publish their plans for improving what they do and how they do it. The Corporate Improvement Plan 2013/17 *Standing Up for a Better Swansea* set out the Council's key priorities for improvement; these are known as 'Improvement Objectives'.

The Plan shows how the Council's Improvement Objectives contributes towards improving the wellbeing of people in Swansea as set out within the *One Swansea Plan* and delivers the relevant Policy Commitments the Council adopted in July 2012.

The Council and its partners through the Local Service Board have a shared ambition and vision for Swansea:

### *Our Ambition for Swansea*

- Swansea is a unique city by the sea. It is a green, safe, caring and friendly city that values learning and its public services and we want it to stay that way.
- Swansea is a city that is passionate about its sport, history and culture and these are things worth celebrating.
- But we also want Swansea to be a healthier, fairer and more economically active place, a city that offers more for children and young people.
- We want to work together to make Swansea a better place and improve community wellbeing in a way that is democratic, involves everyone and does not compromise the needs of future generations.

Our vision is that Swansea will be a desirable place to live, work and visit that:

- Capitalises on the distinctive relationship between its vibrant urban areas and outstanding rural and coastal environments
- Supports a competitive and prosperous economy that acts as a focal point for the wider Swansea Bay City Region
- Is a thriving city centre destination that offers excellent shopping facilities and supports leisure and business opportunities, capitalising on its proximity to the waterfront
- Promotes sustainable, distinct communities, in both urban and rural locations, that benefit from sufficient good quality accommodation, supporting infrastructure, community facilities and opportunities for recreation
- Celebrates and conserves its unique natural heritage and cultural and historic environments

This Annual Review of Performance 2013/14 is the Council's own self-assessment on its performance delivering its 'Improvement Objectives' as outlined in the Corporate Improvement Plan 2013/17 for the 2013/14 financial year.

### **How is the Annual Review of Performance 2013/14 structured?**

- **Part 1 – Executive Summary**
- **Part 2 – Summary of evaluations delivering the Council's Improvement Objectives in 2013/14** – represents a summary where the Council presents a précised conclusion of its own evaluation of its performance delivering its Improvement Objectives during 2013/14.

- **Part 3 – Working in partnership with others in 2013/14** – The Council will always seek to collaborate with other Welsh Councils to improve service efficiency and effectiveness. This part illustrates how the Council is collaborating with others across a wide range of services in some key areas.
- **Part 4 – Performance Information and its use** – The Council has to plan what services it will deliver within the available resources. The Council has to ensure that its services meet the needs and aspirations of the people of Swansea and that they are effective and provide value for money. This part shows how the Council plans for and puts arrangements in place to secure improvement.

### **How can you get involved and propose new Improvement Objectives during the year?**

The Council has created a partnership consultation database to enable residents to easily access consultations that are being conducted by, or on behalf of the City and County of Swansea Council and its partners.

Here you can view the consultation, find out more details and if and how you can get involved in providing feedback. When a consultation is complete you will be able to download any relevant results/newsletters.

Please follow the link to access the Consultation Database on the next page.  
<http://www.bmgsystems.co.uk/swansea/KMS/news.aspx?LoggingIn=tempVar>

Should you have any questions or queries about the Consultation Database, or you are experiencing trouble using it, please contact the Consultation Co-ordinator on 01792 636732 or fax 01792 637206 or e-mail [consultation@swansea.gov.uk](mailto:consultation@swansea.gov.uk)

You can also get involved through the Council's Scrutiny Boards and panels, which are open to the public (see link below)  
<http://www.swansea.gov.uk/index.cfm?articleid=36785>

or you can contact the Council's Access to Services Team to get involved on tel: 636907 or email [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

If you wish to propose new improvement priorities for 2015/17, you can contact the Council at any time by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 636852.

## Part 1 – Executive Summary

Improvement Objective	Performance Measures	Summary assessment
<b>A. Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.</b>	<ol style="list-style-type: none"> <li>1. % attendance at Flying Start Settings</li> <li>2. % Flying Start Children assessed as performing at or above the developmental norm</li> <li>3. % of parents / carers that report a positive distance travelled (improvement) at the end of a Flying Start parenting programme.</li> </ol>	<p>We have mainly achieved this improvement objective based upon the data available</p>
<b>B. To support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential</b>	<ol style="list-style-type: none"> <li>1. % attendance at primary and secondary schools.</li> <li>2. Attainment in English or Welsh Core Subject Indicator</li> <li>3. % pupils achieving the Level 2 Threshold Inclusive of English/Welsh &amp; Maths</li> </ol>	<p>This Improvement Objective has mainly been met</p>
<b>C. People are Safe, Well and supported to live independently (Child &amp; Family)</b>	<ol style="list-style-type: none"> <li>1. Number of children becoming looked after.</li> <li>2. Number of children looked after</li> <li>3. Rate of entry in Looked After Children (per 1000 pop 0-17 years).</li> <li>4. Rate of Looked After Children (per 1000 pop 0-17 years)</li> <li>5. % of referrals that are re-referrals within 12 months</li> <li>6. Total number of children in need (open cases) in year.</li> <li>7. % of children on the Child Protection Register who have been de-registered and then re-registered.</li> <li>8. % of children who remain on the Child Protection Register for more than 1 year.</li> <li>9. % of children in mainstream Foster care who are placed with Foster Swansea.</li> <li>10. Number of children in residential care.</li> <li>11. % of children looked after in a family placement.</li> </ol>	<p>This Improvement Objective has been met</p>

Improvement Objective	Performance Measures	Summary assessment
<b>D. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.</b>	<ol style="list-style-type: none"> <li>1. Increase in the number of projects with social benefit clauses (<i>Beyond Bricks and Mortar</i>) in their contracts.</li> <li>2. No. of people entering employment as a result of participation in the Workways project.</li> <li>3. % of applicants and third parties satisfied or very satisfied with the Planning application service.</li> <li>4. % of all major and minor applications with an economic imperative that are approved.</li> </ol>	This Improvement Objective has been partially met
<b>E. Promote affordable credit and savings options and help people maximise their income and entitlements</b>	<ol style="list-style-type: none"> <li>1. Number of staff / workers trained in Welfare Rights / Benefits advice appropriate to their role.</li> <li>2. Number of Council staff making saving contributions to the Credit Union.</li> <li>3. Number of Council tenants joining the Credit Union.</li> <li>4. % of eviction warrants for rent arrears raised against Council Tenants suspended due to support and financial assistance.</li> <li>5. % of all potentially homeless households for whom homelessness was prevented for at least 6 months.</li> </ol>	This Improvement Objective has mainly been met
<b>F. Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing</b>	<ol style="list-style-type: none"> <li>1. Number of new affordable housing units provided / needed</li> <li>2. Number of void (empty) Council homes</li> <li>3. % of tenants staying in their Council tenancy for more than 2 years.</li> </ol>	This Improvement Objective has been partially met

Improvement Objective	Performance Measures	Summary assessment
<b>G. Help people adopt and develop healthy and sustainable lifestyles in order to improve health.</b>	<ol style="list-style-type: none"> <li>1. % of 11 – 16 year olds attending 20 or more extra-curricular physical or sporting activities during the school year.</li> <li>2. % of year 6 school children (11 years old) involved in the schools learn to swim programme who can swim to the required standard.</li> <li>3. Number / % of GP referrals still engaging in physical activity after 12 months and indicating that their health has improved</li> <li>4. Number of growing spaces.</li> <li>5. % of pupils identified in the Pupil Level Annual School Census who take up free school lunch – primary / secondary schools.</li> </ol>	This Improvement Objective has mainly been met
<b>H. People are Safe, Well and supported to live independently (Adult Services)</b>	<ol style="list-style-type: none"> <li>1. % of cases where the risk (safeguarding vulnerable adults) has been managed</li> <li>2. %. Of people supported to be independent</li> <li>3. The average number of working days taken from completion of the care plan and / or installation of aids / equipment.</li> <li>4. % of clients returning home following re-ablement</li> </ol>	This Improvement Objective has mainly been met
<b>I. Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas</b>	<ol style="list-style-type: none"> <li>1. % of municipal waste sent to landfill.</li> <li>2. % of municipal waste being re-used, recycled and composted.</li> <li>3. % of Fly tipping cleared within 5 working days</li> </ol>	This Improvement Objective has been met



## **Part 2 – Summary of our performance against our Improvement Objectives**

This section contains the following information for each of our 2013/14 Improvement Objectives:

### **Self-Assessment**

This is our judgement or 'self-assessment' of whether or not we achieved the Improvement Objectives in 2013/14. It is based on our success measures that we identified in our Corporate Improvement Plan 2013/17.

Success is measured by achieving or bettering the projections for performance during 2013/14 (a result is AMBER if it is within 5% of the projection) and / or improving performance compared to the previous year.

We considered our detailed self-assessments, which provide an overall view of how we delivered the Improvement Objective. These are available to view on our website [www.swansea.gov.uk](http://www.swansea.gov.uk)

We compare performance to other Council's in Wales where there is national data available. In some cases, where there is no national data available, we have been able to obtain information direct from other Council's in order to try and make some comparisons.

The Council is currently undertaking a review of its performance and improvement arrangements. This includes further improving, developing and embedding the Council's corporate approach to self-evaluation over time in order to strengthen our ability to be self-aware and learn from others. We plan to have a Peer Review as part of the Welsh Local Government Association scheme in 2014/15 which will involve a self-assessment.

## **A. Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.**

### **Why this is an Improvement Objective**

There is evidence to show that good early years care and education can have beneficial outcomes for children and their families.

#### **1. Early years provision**

- Research findings suggest that good care and education in children's early years lead to improvements in language development, educational performance in mathematics and reading and a reduction in aggressive behaviour.
- Children who attend early years settings are more independent and concentrate on their play for longer and, on entry to school, are more co-operative and are better prepared for the challenges they meet. Research also demonstrates that the quality of the provision has a marked impact on the outcomes for children.

#### **2. Flying Start**

- Flying Start is a multi-agency Programme aimed at improving outcomes for children under 4 years in the most deprived areas. Children and their families living in the eligible areas can access a menu of services, which include:
  - Additional Health Visiting;
  - Family Partnership support via delivery of group programmes and/or 1-2-1 individual interventions;
  - Early Language development support;
  - Free quality part time Childcare for all 2 year olds 2.5 hours a day, 5 days a week 39 weeks of the year & 15 days of childcare/activities during school holidays.
- Swansea's model of delivery is centred around the establishment of dedicated Flying Start settings set within primary schools ensuring the co-location of staff and achieving seamless provision into the Foundation Phase.
- The Flying Start Programme is currently undergoing a significant phase of expansion, which will double the number of children who will benefit. Due to the scale of the expansion improving upon or even maintaining results is now a massive challenge. Service projections have been revised to reflect this.

### **The Council's contribution towards improvement**

- The co-ordination of the Flying Start Programme is led by the Council. The Council and its partners work to encourage as many eligible families to access the Flying Start services including the childcare place for all 2 year olds as ensuring high levels of attendance at the childcare setting will support children to reach their developmental potential.

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

**Self-assessment**

We have mainly achieved this improvement objective based upon the data available, as follows:

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comments</b>
Percentage attendance at Flying Start settings.	So that as many eligible children and their families as possible benefit from the educational and social support offered through the Flying Start programme.	75%	80.32% <b>GREEN</b> ↑	79%	
Percentage of parents / carers that report a positive distance travelled (improvement) at the end of the Flying Start programme in a) self-esteem and confidence.	An important measure of the progress parents and carers perceive they have made during the intervention in improving their parenting skills, children’s behaviour and self-esteem and confidence.	See comment	67.88%	See comment	A new Welsh Government validated tool to measure the parent / carer journey in improving their self-esteem, confidence and parenting capacity is in place. The 2013/14 data will be used to benchmark performance to enable future comparisons to be made.
Percentage of parents / carers that report a positive distance travelled (improvement) at the end of the Flying Start programme in b) parenting skills.			69.09%		
Percentage of parents / carers that report a positive distance travelled (improvement) at the end of the Flying Start programme in c) children’s behaviour.			63.94%		

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>comments</b>
Percentage of Flying Start children assessed as performing at or above the developmental norm for a) age 2 years	So that professionals working with children and their families can respond appropriately to help improve outcomes.	See comment	55.11%	52%	The percentage of Flying Start children assessed as performing at or above the developmental norm cannot be meaningfully compared from year to year since different cohorts of children with different needs and starting points are measured each year
Percentage of Flying Start children assessed as performing at or above the developmental norm for b) age 3 years			59.37%	64%	

The detailed self-assessment can be found on this on [www.swansea.gov.uk](http://www.swansea.gov.uk)

### How does this compare with others in Wales?

- Directly comparing Local Authorities in relation to the Flying Start initiative is not possible due to the significant differences between Authority’s in size, model and complexities. Data analysis needs to be sensitive to these differences. Specifically on the performance measures :
- Flying Start Attendance data –
  - o this data was requested by Swansea but is not available on a national basis.
- Percentage of Flying Start children assessed as performing at or above the developmental norm –
  - o Over the past 12 months there has been considerable focus on the Phase 2 expansion of the Flying Start Programme via the model of co-locating the services at Primary schools in targeted areas
  - o Across Wales, Swansea ranks 7<sup>th</sup> out of 22 Local Authorities on the percentage of children in pre-expansion Flying Start areas reaching or exceeding their development milestones at age 3; this is above the Welsh national average of 50% for both pre and post expansion areas at age 3.

- It should be noted that the pre-expansion “existing Flying Start areas” have attained the Welsh Government’s target to increase the proportion of 3 year olds receiving Flying Start services that have achieved or exceeded their developmental milestones to 60% by 2016.
- As such, a focus for development of the Flying Start Programme is on enhancing the services on offer for children between 0-2 years in order to increase the impact and co-ordination of provision at an earlier stage.
- Percentage of parents / carers that report a positive distance travelled (improvement) at the end of the Flying Start programme –
  - this data is not available on a national basis. However an independent view of Swansea’s Parenting Service has cited the quality and approach as good practice.
  - Karen Graham, Professor of Early Years and Lifelong Learning at Glyndwr University, regularly recommends to other Local Authorities to learn from Swansea’s Parenting Service.
  - Professor Graham is a member of the World Childcare Forum and a member of a number of Welsh Government Ministerial Taskforces including the Early Years Taskforce. During the last year she has been sharing the Parenting Team’s good practice on both National and International Stages.

## **B. Support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential.**

### **Why this is an Improvement Objective**

There are key issues that have implications for the need to improve school attendance and attainment.

#### **1. School attendance:**

- There is a strong link which shows that children who attend school regularly improve their chances of raising their attainment and achieving their full potential.
- There was an improvement in Swansea's attendance figures for both Primary and Secondary phases in 2011/12 academic year. However, the national ranking for Primary attendance slipped.
- As a result, schools with low attendance have been targeted for support.
- Nationally, all local authorities have entered into dialogue with the Schools Standard Unit on attendance with analysis and actions being provided for each authority.

#### **2. Educational attainment:**

- There has been good improvement in achievement and attainment in Swansea over the last 5 years but the focus on improvement needs to be sustained.
- Ensuring children and young people have good literacy (and numeracy) skills is key to their chances of success.

### **The Council's contribution towards improvement**

- Children and young people need the best circumstances and chances to achieve a full and rounded education in order to reach their potential. Failure to ensure this can lead to children and young people leaving school without recognised qualifications, which can see them drift into anti-social behaviour, become unemployed with poor prospects and fall into poverty.
- The first step to avoid this is to ensure that children and young people attend school regularly in the first place and that they have the necessary support and conditions at home in order to succeed.
- Once in school, children should be engaged using effective teaching and learning practices aimed at improving literacy and numeracy skills.
- These actions will help to reduce the number of young people who leave schools with no qualifications, or with poor qualifications, and increase the number who go on to further education, employment or training, helping to break the cycle of social exclusion and poverty

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

**Self-assessment**

This Improvement Objective has mainly been met, evidenced by the following:

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Percentage of pupil attendance in a) primary schools	If children do not attend school regularly then they will not fulfil their educational potential.	93.70%	93.02% <b>AMBER</b> ↓	93.32%	The projections for 2013/14 were not met primarily due to pupil illness in the Spring Term. The 1 <sup>st</sup> half of the current academic year shows primary school attendance at 94.6%. An Improving Attendance Strategy and Action Plan are in place.
Percentage of pupil attendance in b) secondary schools		92.40%	92.30% <b>AMBER</b> ↑	92.01%	
Percentage of pupils assessed at the end of Key Stage 2 (age 11) achieving the Core Subject indicator	The Core Subject Indicator shows how pupils are gaining all the basic skills of literacy, numeracy and learning to solve problems through science.	84%	84.3% <b>GREEN</b> ↑	83.7%	
Percentage of pupils achieving the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and Mathematics	So that pupils can achieve their potential in whatever path they take after leaving school.	55%	55.31% <b>GREEN</b> ↑	54.36%	

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

### **How does this compare with others in Wales?**

- Pupil Attendance: secondary schools
  - o In 2012/13, secondary school attendance ranking was maintained at 15<sup>th</sup> out of 22 authorities in Wales; the 2013/14 result would see Swansea move up to 10<sup>th</sup> position in Wales based upon the last available national data.
  - o A new Regional Attendance Group for the south west and mid Wales region, 'ERW', was formed in April 2013. It will be sharing good practice more widely across the region.
  
- Pupil Attendance: primary schools
  - o Primary school attendance fell in 2012/13, for the first time in 3 years, to 93.0% (93.3% in 2011/12). Swansea's national ranking for primary attendance fell in 2012/13 to joint last out of the 22 authorities in Wales (17<sup>th</sup> in 2011/12).
  - o Only 22% of primary schools' attendance was in the top half of their group of similar schools across Wales. That means that 78% (61) of primary schools were in the bottom half of their group with 52.6% (41) in the bottom 25%.
  - o Information for the 1<sup>st</sup> half of the current academic year shows primary school attendance at 94.6%, which would see Swansea move up to joint 3<sup>rd</sup> in Wales on the last available national data.
  
- Improving literacy: Percentage of pupils assessed at the end of Key Stage 2 (age 11) achieving the Core Subject indicator
  - o Swansea's national ranking for the Key Stage 2 Core Subject Indicator dropped to 13<sup>th</sup> (10<sup>th</sup> in 2012) although it was equal to the all-Wales result and above the expected level for Swansea, which would be 14<sup>th</sup> (The expected level is set by the amount of deprivation in the authority. This is calculated using the percentage of pupils who claim a free school meal).
  
- Percentage of pupils achieving the Level 2 threshold including a GCSE grade A\* - C in English or Welsh first language and Mathematics
  - o The Level 2 Inclusive improved from 54.36% in 2012 to 55.3% in 2013, ranking Swansea 9<sup>th</sup> in Wales (out of 22 authorities) and maintaining the improving trend. Swansea's Level 2 Inclusive in 2013 was above the Wales average which was 52.7% (51.1% in 2012) and better than the other urban authorities (Cardiff, Newport, Wrexham). The performance was better than the anticipated 'benchmark' of 14<sup>th</sup> in Wales, which is set using the level of deprivation in the authority compared to the other authorities in Wales.



## **C. People are safe, well and supported to live independently (Child & Family Services)**

### **Why this is an Improvement Objective**

There are key issues that have implications for the need to improve children's social services.

#### **1. Local context:**

- Swansea has the second highest overall population of the 22 Welsh Unitary Authorities. The overall population of children and young people (0-17 years) in Swansea is 46,808, which is approximately 20% of the total population. This population is growing fast and is projected to rise.
- Swansea has 12% of its local areas in the 10% most deprived in Wales, and 25% of Swansea's local areas are among the 20% most deprived in Wales. More children are being raised in high levels of poverty, as families are experiencing the harsh social and economic conditions related to austerity measures and welfare reforms.
- Each of these changes are likely to lead to significantly higher demand for all children and young people services, including children with complex social care needs, over the coming years.
- A recent independent review (May 2013) concluded that Swansea has been:
  - Highly successful at reducing the rate of referrals and re-referrals to Children's Social Care.
  - Successful at managing the rate of children in need.
  - Successful at keeping the number of Children on the Child Protection Register relatively low and steady when elsewhere in the UK, these numbers have been growing significantly.
  - Successful in supporting looked after children to find a range of stable, including permanent, placements.

### **The Council's contribution towards improvement:**

- We still need to focus our efforts on reducing the overall number of looked after children and young people looked after, to be in a better position to help children in need, through more preventative and early intervention services.
- There are some improvements to be made by Swansea Council and partners:
  - We aim to achieve the best possible outcomes for children in need. We continue our progress in key areas of Swansea's 5 Year Safe LAC Reduction strategy.
  - To monitor the children in need population and the impact of welfare reforms on families in Swansea.
  - Develop services for children and young people on the cusp of entering the care system.
  - We improve services to looked after children who are approaching adulthood and care leavers

## Improvement Objective C: People are safe, well and supported to live independently (Child & Family).

### Self-assessment

This Improvement Objective has been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 2012/13	Comment
Number of children becoming looked after	Reduce the number of children in need who are then coming into care.	190	190 GREEN ↑	228	
Rate of entry in looked after children (per 1000 population 0-17)		4.07	4.04 GREEN ↑	4.85	
Number of children looked after	Reduce the demand for services for children in need and children looked after by targeting family support within a whole system approach	563	538 GREEN ↑	588	
Rate of looked after children (per 1000 population 0-17).		12.20	11.44 GREEN ↑	12.50	
Total number of children in need (open cases) in year.	Reduce the impact of population growth and welfare reforms on demand children's social services over the next 2-10 years	Reduced Number	4853 GREEN ↑	4921	

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Percentage of referrals that are re-referrals	Reduce the impact of population growth and welfare reforms on demand children’s social services over the next 2-10 years	25%	19.59% GREEN ↑	27.83%	
Percentage of children on the child protection register who have been de-registered and then re-registered	Improve services to children and young people who may be at risk of becoming looked after.	12%	19.2% RED ↓	16%	A small number of large families re-registering can have a disproportionate impact on this result. Swansea Council is improving the tracking and monitoring of child protection cases to ensure that each child has a safety plan agreed on a multi-agency basis and actions carried out.
Percentage of children on the child protection register for more than one year		21%	11.4% GREEN ↑	14%	
Percentage of children in mainstream foster care who are placed with Foster Swansea	Looking for the right placement at the right time to help improve the stability of placements for looked after children, which is important to improving outcomes for children looked after and care leavers.	55%	62.2% GREEN ↑	61.1%	
Number of children in residential care		60	54 GREEN ↑	62	

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Percentage of children looked after in a family placement	Looking for the right placement at the right time to help improve the stability of placements for looked after children, which is important to improving outcomes for children looked after and care leavers.	93%	90.71% <b>AMBER</b> ↑	89.12%	Although the number of children in residential care has fallen, so has the number of looked after children fallen by 50. As part of strategic aims to achieve permanent placements for each child at the earliest opportunity, we expect to place more children locally, and within families, rather than outside of Swansea or in residential care.

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

#### **How does this compare with others in Wales?**

- Swansea has been hit hard by the recession. Economic activity and employment rates in Swansea below the equivalent Wales and UK figures. Over 6% of Swansea’s population are from a non-white ethnic group (2011 Census).
- Although life expectancy in Swansea has increased by around 2 years for both males and females over the last ten years, there are large variances in healthy life expectancy – a gap of nearly 23 years for males and 15 years for females – in the more deprived areas of Swansea.
- Recent research, commissioned by All Wales Heads of Children Services, shows a link between child deprivation and the rate of children who are looked after. The impact of the right intervention being available to support children and families at the right time can make the difference.

- Re-referrals to children's social services
  - o The percentage of referrals to children's social services that are re-referrals at **27.83%** in 2012/13 meant that Swansea was 16<sup>th</sup> out of the 22 other Council's in Wales. This has improved in 2013/14 to **19.59%**, which would place Swansea at joint 7<sup>th</sup> based upon 2012/13 results.
- Looked after children
  - o Swansea, based on last year's figures, had one the highest rates of looked after children in Wales at 12.5 in 2012/13 compared to a Wales average rate of 9.5; Swansea's rate has improved to 11.4 in 2013/14 as the strategy to safely reduce the number of looked after children starts to have a positive impact. However across the 22 Welsh Local Authorities, there is wide variation: the lowest rate in 2012/13 was 5.3 (in Flintshire) and the highest was 16.6 (in Neath Port Talbot).
- Children on the Child Protection Register
  - o The current rate of children on the protection register in Swansea is **48**, which is very close to last year's Wales average rate of **47.2**.
- There are currently no national indicators available to compare performance for:
  - a) Percentage of children on the child protection register who have been de-registered and then re-registered.
  - b) Percentage of children on the child protection register for more than one year.
  - c) Percentage of children in mainstream foster care who are placed with Foster Swansea.
  - d) Number of children in residential care.
  - e) Percentage of children looked after in a family placement.

## **D. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.**

### **Why this is an Improvement Objective**

Swansea has some fundamental economic issues that it needs to deal with. The Council has a role in increasing social benefits from regeneration projects and setting the strategic planning framework to enable economic growth.

#### **1. Economy and Labour Market<sup>1</sup>:**

- Swansea has significant economic potential but faces a number of critical challenges to its future economic growth. Fundamental issues such as low productivity, high unemployment, economic inactivity, dependency on the public sector for employment and deficiencies in skills are amongst the core concerns.

#### **2. Competitive Place Making:**

- The Council recognises that it has to collaborate with its partners to overcome Swansea's challenges and to drive growth within the region. This includes working jointly on a variety of initiatives and projects including the ambition of creating a distinctive place with competitive infrastructure that supports investment in high value knowledge based sectors.

### **The Council's contribution towards improvement**

- Maximising the impact of regeneration projects through offering and facilitating linked training and work placements is an important way in which the City & County of Swansea can prepare citizens for the challenges that lie ahead.
- The City & County of Swansea is participating in two major schemes to help achieve this: Workways and Beyond Bricks and Mortar.
- The Beyond Bricks & Mortar (BB&M) scheme helps local businesses become part of the regeneration programme through the use of clauses in contracts that will provide social benefits in the form of opportunities for the long term unemployed and economically inactive.
- The Workways project involves Swansea working with three other local authorities within the region to engage with the economically inactive and long term unemployed and to help support them back into employment.
- The economic wellbeing and regeneration of the City & County depends in part on the development of large projects, be they retail, housing or industrial. There needs to be a successful partnership of developer and local planning authority in bringing forward schemes to the planning approval stage that assist economic development.

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<sup>1</sup> Swansea Local Service Board (2013) *Strategic Needs Assessment*

**Improvement Objective D – Develop partnerships, skills and infrastructure in order to attract and grow knowledge based economy creating jobs grounded in key sectors.**

**Self-assessment**

This Improvement Objective has been partially met, evidenced by the following:

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Percentage of applicants and 3 <sup>rd</sup> parties satisfied or very satisfied with the Planning application service	To promote confidence in investors and developers to invest in Swansea in order to help develop the local economy.	93%	84.56% <b>RED</b> ↓	94%	Reductions in performance are attributed to disruption when a new document management system was being introduced to the website and to access to on-line details and documentation; improvements are expected as on-line access improves
Percentage of all major and minor planning applications with an economic imperative that are approved	To bring forward schemes assisting economic development	87%	83.78% <b>AMBER</b> ↓	86.8%	
Increase in the number of projects with social benefit clauses and <i>Beyond Bricks and Mortar</i> in their contracts	To provide the unemployed and economically inactive with work experience, training and employment opportunities.	14	19 <b>GREEN</b> ↑	17	
Number of people entering employment as a result of their participation in the <i>Workways</i> project.	To support the long term unemployed and economically inactive back into work.	200	204 <b>GREEN</b> ↓	287	Although the 2013/14 projection was met, fewer participants were engaged compared to 2012/13 as a result of staff shortages in <i>Workways</i>

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

### How does this compare with others in Wales?

- Satisfaction with the Planning application service
- Percentage of planning applications with an economic imperative approved
  - o Nationally comparable customer satisfaction data is not currently available; however, Planning Officers Society Wales are currently in the process of commissioning a national customer satisfaction survey for 2014/15.
  - o The percentage of major and minor applications with an economic imperative approved in Wales for 2013/14 was 88%, which is 4% above Swansea Council's performance; 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> quartile performance stood at 91%, 89% and 86% respectively.
- Projects with social benefit clauses in their contracts
  - o It is difficult to compare with other Councils in Wales; Swansea was the first local authority to adopt a policy to secure community benefits from public sector contracts in Wales.
  - o Swansea Council has been working with other local authorities and has recently shared its methodology and documentation with Pembrokeshire Council to enable them to set up a similar system. The Council also continues to work with the education and health sectors, advising and assisting them to include social benefits as part of their procurement process.
- People entering employment as a result of the *Workways* project
  - o The *Workways* project is a regional collaboration across five Welsh Councils.
  - o From the start of the project to March 2014, the project across the region helped a total of 4,595 to secure employment.
  - o That is broken down into 918 in Swansea, 2,199 in Neath Port Talbot, 906 in Carmarthenshire, 551 in Pembrokeshire, and 21 in Bridgend (Bridgend joined the project in July 2013).



## **E. Promote affordable credit and savings options and help people maximise their income and entitlements.**

### **Why this is an Improvement Objective**

There are issues affecting standards of living in Swansea.

#### **1. Welfare Reforms**

- The Westminster Government's Welfare Reform is an ongoing re-configuration of the benefits system in the UK, which will culminate in the roll out of Universal Credit which is estimated to take place in 2017. The introduction of Universal Credit – a single payment of all benefits to which a household is entitled made direct into the claimant's bank account – could have a significant impact on income and debt levels. In particular this may cause significant problems for households with little or no budgeting or money management skills, which could lead to an increase in rent arrears and homelessness
- In the meantime, current changes include the under-occupancy charge, which will see housing benefit reduced for those who are deemed to be under-occupying their homes based on UK Government criteria.

#### **2. Managing debt**

- In the last year we have experienced a significant increase in the demand for benefit and debt advice at a time when resources for advice provision within the public and third sector is already stretched. There has been a significant increase in the number of people seeking debt advice who have multiple Pay Day Loans or doorstep loans. Credit Unions – financial co-operatives that can offer accessible savings and access to low cost credit – are a sustainable alternative to Pay Day Loan companies and high interest lenders in a bid to help prevent people falling into debt.

### **The Council's contribution towards improvement**

- Increasing the number of Council staff and support workers trained in Welfare Rights advice appropriate to their role means that there is more capacity and capability to help people and clients claim their benefit entitlements, maximise their income and deal with benefit related issues as a result of Welfare Reform.
- Increasing the number of Council staff making savings contributions to a Credit Union will help build the financial capability of Credit Unions and encourage more people in Swansea to join and benefit from sustainable and affordable credit and savings options.
- Increasing the number of Council tenants joining the Credit Union will help them adapt to current changes under Welfare Reform and manage their money and pay their rent or bills promptly in a bid to prevent them falling into rent arrears and financial difficulties. Providing ongoing financial advice and support is a means to avoid tenants being faced with eviction as a result of rent arrears due to debt.
- Helping to prevent debt and homelessness will help people maintain stability and security for their families safeguard their health and well-being and prevent social exclusion, as well as reducing the costs associated with temporary and Bed & Breakfast accommodation.

**Improvement Objective E: Promote affordable credit and savings options and help people maximise their income and entitlements.**

**Self-assessment**

This Improvement Objective has mainly been met, evidenced by the following:

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Number of Council staff trained in welfare rights / benefits advice	A greater proportion of residents of Swansea receive advice and support to ensure they are better able to access their benefit entitlement.	650	580 RED ↓	600	662 training places were offered with 580 people attending (88% attendance rate) All courses were fully booked but given the nature of the people who attend the training it is not unusual for them to not attend or have to leave early if they have a client who needs support.
Number of Council staff making saving contributions to the Credit Union through payroll deduction	Helps build the financial capacity and longer term sustainability of the credit union and also ensures that more people can access and benefit from more sustainable and affordable credit and savings options.	100	99 AMBER ↑	56	The capacity of the Credit Union, as well as a number of products, and information it offers has resulted in a lower take up than expected. The Council has chosen not to promote particular opportunities due to the wider context of Budget savings and staffing.

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Number of Council tenants joining the Credit Union	Helps Council tenants manage their money and pay their rent or bills promptly in a bid to prevent them falling into rent arrears and financial difficulties.	89	89 <b>GREEN</b> -	0	
Percentage of eviction warrants for rent arrears raised against Council tenants suspended due to support and financial assistance	Help Council tenants faced with eviction as a result of rent arrears exacerbated by debt with ongoing financial support and advice.	49%	77.13% <b>GREEN</b> ↑	49%	
Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Helps people maintain stability and security for their families, safeguard their health and well-being and prevent social exclusion, while reducing the costs associated with Bed & Breakfast and temporary accommodation.	35%	53.56% <b>GREEN</b> ↑	49.32%	

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

#### **How does this compare with others in Wales?**

- Number of Council staff trained in welfare rights / benefits advice
  - o The table on the next page compares Swansea’s performance delivering Welfare Rights/Tackling Poverty training in comparison with 3 other Local Authorities who directly employ Welfare Rights Advisers.

Local Authority	Numbers of training courses	Number of people
Swansea	31	580
Denbighshire	14	407
Wrexham	12	190
Neath Port Talbot	5	133

- Number of Council staff making saving contributions to the Credit Union through payroll deduction
  - o The table below shows how the number of Swansea Council staff saving with Loans And Savings Abertawe (LASA) Credit Union via Payroll Deduction compares with other Credit Unions.

Credit Union	Number of LA Staff Saving Via Payroll Deduction
LASA	99
Cardiff & the Vale	1600*
Brecon & District	59
Torfaen & Monmouth	273

\* It should be noted that Cardiff & the Vale Credit Union was specifically set up as a savings scheme for Council staff.

- There are currently no national indicators available to compare performance for:
  - f) the number of Council tenants joining a Credit Union.
  - g) percentage of eviction warrants for rent arrears raised against council tenants suspended due to support and financial assistance.

However to help us continue to improve services, we are liaising with other housing organisations to share relevant information and data.

- Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months:
  - o Whilst the Council has increased the percentage of households for whom homelessness was prevented for at least 6 months by 30% in the last three years, our result of **53.6%** for 2013/14 places us 18<sup>th</sup> out of 22 Council's in Wales.

- In terms of how Swansea compares against the Welsh average this information is yet to be published at the time of writing (July 2014). However in 2012/13 Swansea's result was 49.3% against a Welsh average of 62.6%. It is widely accepted that each Council interprets the guidance very differently, which makes meaningful comparisons difficult. However this year Swansea Council prevented homelessness for 6 months for a total of 1474 households, which is the highest the Council has ever achieved.

## **F. Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing.**

### **Why this is an Improvement Objective**

There are key trends that have implications for the need to improve housing and housing supply, particularly affordable housing.

#### **1. Demographic changes<sup>2</sup>:**

- Swansea's population now stands at 239,600 (mid-2012) and has experienced eleven consecutive years of growth since 2001. The number of households in Swansea increased by around 9,000 (+10%) between 2001 and 2011, with the largest growth in single-person Households. These trends are expected to continue.

#### **2. Housing conditions:**

- Nationally, housing conditions are implicated in up to 50,000 deaths and around 0.5 million illnesses requiring medical attention each year across the UK. Poor housing conditions are suffered disproportionately by low income households and older persons.
- The improvement and modernisation of the Council's 13,600 houses and flats up to the Welsh Housing Quality Standard (WHQS) is a key policy aim of the Council. The WHQS represents a reasonable definition of quality for existing social housing and looks to improve not just the physical condition of homes but also the level of internal amenities, the wider environment in which the homes are located and how the stock is managed.

### **The Council's contribution towards improvement**

- There is not enough affordable housing in Swansea to meet demand and so providing more will meet this established need and contribute towards reducing homelessness and people having to continue to live in unsuitable and / or unaffordable accommodation.
- The Council wants to reduce the number of empty Council homes and make the best use of its housing stock and so that it is as fully occupied as possible.
- Reducing the number of empty Council homes is helped if tenants are able to sustain their tenancies, providing their families with more stability and cohesive communities in which to live.

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<sup>2</sup> Swansea Local Service Board (2013) *Strategic Needs Assessment*

## Improvement Objective F – Improve housing and housing supply in order to increase the availability of good quality, affordable housing

### Self-assessment

This Improvement Objective has been partially met, evidenced by the following:

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Number of void (empty) Council homes	To help meet housing need by ensuring the Council housing stock is as fully occupied as possible.	255	220 GREEN ↑	600	
Number of new affordable housing units provided	To help meet established need for affordable housing.	473	208 RED ↑	50	Although more affordable housing units were provided compared to 2012/13, the 2013/14 projection was not met due to the economic recession, construction activity and a reduction in Social Housing Grant. Further research is being undertaken into new models of delivery through different funding models
Percentage of tenants staying in their Council tenancy for more than 2 years.	To help make the best use of the Council housing stock and help tenants to sustain their tenancies and provide families with more sustainable and cohesive communities in which to live	77.5%	76.89% AMBER ↓	77%	During 2013/14 a large number of tenants moved into the private rented sector and abandoned their Council homes as a result of the impact from the welfare reforms. Work to help tenants to sustain their tenancies, such as financial advice and promoting property exchanges, will continue.

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

### **How does this compare with others in Wales?**

- Number of empty (void) Council homes
  - National comparative data on the number of void Council homes is not available.
  - Although a number of Council's in Wales were contacted for benchmarking purposes, only three responded with information with some indicating that they no longer retain this information.
  - The information that was received showed voids levels at 1.67% (121 voids); 1% (60 voids) and 1.6% (59 voids). Swansea's result of 1.62% compares favourably with two of these; the Council with a 1% voids rate is a rural Authority and so this does not provide a very meaningful comparison. The other two Councils located in North Wales and the Vale of Glamorgan are likely to have differing issues of supply and demand as well as stock condition.
  
- Number of new affordable housing units provided
  - The lack of affordable housing is a national problem. The Authority are members of the Welsh Local Government Association Housing Strategy Network group where officers across Wales meet to share best practice and discuss issues around delivery of affordable housing units.
  - Comparison between authorities is difficult; there are numerous factors that affect the delivery of affordable housing units including the level of grant awarded to each authority, the relative needs and variations in regional economies.
  - The Council's Stronger & Safer Communities Scrutiny Board looked at the way the Council delivers new units of affordable housing. Cabinet agreed the Board's recommendations in November 2013; the action points are being implemented, e.g. actively exploring opportunities to develop affordable housing models with external organisations or partnerships.
  
- Tenants staying in their council tenancy for more than 2 years.
  - Nationally comparative data against which to benchmark against other Council's is not available.



## **G. Help people adopt and develop healthy and sustainable lifestyles in order to improve health.**

### **Why this is an Improvement Objective**

There are key trends that have implications for the need to help people adopt and develop healthy lifestyles in order to improve health.

**1. Premature Mortality<sup>3</sup>:**

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

**2. Obesity:**

- In Swansea over one half of the adult population (57%) is reported to be overweight or obese, which has increased by 5 percentage points since 2003/04. In Swansea only 32% of people are eating the recommended daily quantity of fruit and vegetables.

**3. Physical activity:**

- Figures for 2011/12 indicate that the percentage of adults achieving the recommended levels of physical activity in Swansea (26%) remains behind the Wales average (29%) and is one of the bottom four local authority areas in Wales.

### **The Council's contribution towards improvement**

- In order to further promote healthier lifestyles, the Council would like to encourage more young people aged 11 to 16 to continue their physical or sporting activities outside of school in order to improve sustained participation in healthy activities.
- Likewise, increasing the % of children who can swim at age 11 means that, while they will be less likely to drown accidentally, they will also learn a life skill that will be fun and contribute towards a healthy lifestyle.
- At the other end of the spectrum, the Council would like to see more people referred to the Council's physical exercise programme by GPs to remain active after 12 months to demonstrate that they have adopted a healthier lifestyle.
- Increasing the number of growing spaces will encourage people to grow their own food to help deal with rising food prices, encourage self-sufficiency, provide a healthy activity and promote healthier eating.
- Increasing the % of school pupils who take up a free school lunch will assist learning and help secure pupils future well-being.

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<sup>3</sup> Swansea Local Service Board (2012) *Strategic Needs Assessment*

## Improvement Objective G – Help people adopt and develop healthy and sustainable lifestyle in order to improve health

### Self-assessment

This Improvement Objective has mainly been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 12/13	Comment
Percentage of 11 – 16 year old attending 20 or more extra-curricular physical or sporting activities during the year	To encourage more 11 to 16 year olds to continue their physical or sporting activities outside of the school curriculum in order to improve sustained participation and promote healthier lifestyles.	9%	6.12% RED ↓	9%	Primarily due to a reduction in the number of opportunities available caused by a shortage of delivery staff, which has now been resolved.
Percentage of Year 6 school pupils (age 11) involved in the schools swim programme who can swim to the required standard	Children will be safer nearer water and will learn a life skill that will be fun and contribute towards adopting a healthy lifestyle.	93%	88.72% AMBER ↑	87%	Missing the projection relates to lower than average performance from schools with high proportions of BME pupils and other hard to reach groups. Actions to address this next year include working more closely with the schools, parents and community groups to promote the importance of these lessons and reviewing options to try and increase more BME swimming opportunities.
Number of people referred by GPs still engaging in physical activity after 12 months and indicating that their health had improved +	To demonstrate that participants have adopted a healthier lifestyle.	53%	74.06% GREEN ↑	51%	

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 12/13</b>	<b>Comment</b>
Number of sites used by the community to grow and produce food	To encourage people to grow their own healthy food in order to promote healthier eating, deal with rising food prices and help tackle poverty.	21	28 <b>GREEN</b> ↑	16	
Percentage of pupils who take up free school lunch a) primary schools	To assist learning and help secure the future well-being of pupils.	79%	No data.	77%	Data not available at the time of writing.
Percentage of pupils who take up free school lunch b) secondary schools		66%	63.44% <b>AMBER</b> ↓	64%	

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

#### **How does this compare with others in Wales?**

- 11 – 16 year old attending 20 or more extra-curricular physical or sporting activities:
  - o Apart from the temporary dip in this year’s reported figure (6%) due mainly to a shortage of delivery staff, which has now been resolved; Swansea is usually on a par (Swansea result 2012/13 9%) with other metropolitan local authorities (2013/14 figures: Cardiff 9%, Wrexham 9%, Newport 13%, and Vale of Glamorgan 8%).
  - o For 2014/15 (reported in July 14) performance is projected to be back on track and higher at 11%. However, some local authorities have seen higher levels of performance during individual school terms. This will be discussed at the next Wales and Mid-West Regional Active Young People group to share best practice.

- Year 6 school pupils (age 11) who can swim to the required standard
  - The only comparative data available relates to the previous school year 2012/13; Swansea compares quite favourably featuring within the top third (7<sup>th</sup>) of performing local authorities, performing well above the national average of 74%.
  - When compared with other city authorities Swansea is the best performer (Cardiff 53%, Newport 65%).
  - Even though next year's result is expected to drop significantly (-8%) Swansea will still be ranked amongst the top performing authorities. However, this downward trend will need to be addressed throughout 2014/15 mainly through working more closely with schools with high proportions of black minority and ethnic pupils and other hard-to-reach groups.
  
- GP referral scheme
  - Although the GP referral scheme (NERS) is a national scheme the percentage of clients still active after 12 months is not currently available for comparison.
  - However, in terms of scheme delivery Swansea compares well with other local authorities. For example Swansea is ranked 3<sup>rd</sup> out of 22 local authorities for generating referrals from health practitioners to the scheme (Swansea 2,091, Wales Average 1,424). The number of referrals then completing the 16 week scheme (569) places Swansea within the top quartile (ranked 5<sup>th</sup>) and as a percentage of total referrals (27%) is on a par with Cardiff (27%) and the Welsh average (28%). The Swansea service is part of the national exercise referral co-ordinators group where best practice is discussed and shared.
  
- Growing spaces
  - Whilst no formal benchmarking exercise has been undertaken, Swansea is developing a reputation nationally as a Local Authority that is progressive and leading the field in the development of best practice around 'community growing'.
  - To our knowledge, no other Local Authority has made funding available, or has a dedicated team of officers working on the development of new growing spaces.
  - During the year a visit was requested by colleagues in Welsh Government, who were considering a change in legislation around the provision of allotments and land made available for community growing. The visit was extremely successful and significantly informed discussions in central government. This led to a further visit by the Minister for Culture and Sport to the Vetch Community Garden, to hear about how the project was developed and about its impact on the community involved.
  
- Free school meals
  - Although latest figures are not available the last available figures for 2012/13 showed that 26% of those entitled to free school meals in Swansea had breakfast compared to the Welsh average of 23.5%.
  - We are awaiting the 2013/14 percentage of free school meal lunch primary and secondary schools, past figures show a 3% increase in Primary Schools 2011/12 to 2012/13 and a 2 % increase in Secondary Schools 2011/12 to 2012/2013.

## H. People are safe, well and supported to live independently (Adult Services)

### Why this is an Improvement Objective

There are key changes to demographic trends and people's expectations of social care that have implications for changing the provision of adult social care services.

#### 1. Changing needs:

- The pressure on social care resources is increasing and is likely to increase further as the effects of an ageing and increasingly frail population take hold.
- Coupled with these demographic changes are reductions in public finances while, at the same time, the costs and expectations of people needing social care are also increasing.
- This means there will be a greater need for responsive and prompt services tailored to meet people's needs and preferences. There will also be a requirement to see a continued improvement in the balance of care towards supporting people to be independent.
- This shift towards increased independence fits with the national context, espoused by documents such as Sustainable Social Services and the *Social Services and Well-being (Wales) Bill*, as well as by regional initiatives, such as the Intermediate Care Services model currently being developed by Western Bay partners.

#### 2. The Council's contribution towards improvement<sup>4</sup>:

- Both locally and nationally, in order for social care services to be sustainable, there is a realisation that 'things have to be done differently' and a more creative and innovative approach is needed to the delivery of services.
- In line with this, the Council is looking at developing a number of models of service delivery away from the more traditional forms of residential and nursing care. The Council, for example, has introduced services focused on reablement and rehabilitation, developed so that people can remain independent and within their communities for as long as possible.
- The Council, too, is working with partners in Western Bay to develop rapid response intermediate care services. Joint working with health partners has already been introduced with the pilot Integrated Gower Care Team (IGCT). This joint initiative, commenced in October 2013, sees social care and health professionals from both Swansea Council's Social Services and the ABMU Health Board work together to provide care and support to Gower residents.
- Adult Social Services has also focused on encouraging the uptake and development of effective community resources to support older people. Such services are often universal (i.e. do not require an assessment to participate).

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<sup>4</sup> Swansea Local Service Board (2013) *Strategic Needs Assessment*

## Improvement Objective H – People are safe, well and supported to live independently (Adult Services)

### Self-assessment

This Improvement Objective has mainly been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 2012/13	Comment
Percentage of cases where the risk (safeguarding vulnerable adults) has been managed	To foster collective responsibility for safeguarding across all staff and increase resilience to cope with increased demands from an ageing population.	92%	93.29% <b>GREEN</b> ↑	92%	
Percentage of people supported to be independent	To promote the independence, safety and dignity of service users	87%	83.99% <b>AMBER</b> ↑	83.3%	This is the first full year where equipment services have been assessed on the basis of eligibility. As a result, fewer people received community-based services and this affected the result. We will continue to bear down on reducing residential care and putting more people through the reablement service will enable more people to live independently at home.
Percentage of clients returning home following reablement	To reduce the need for admission to hospital and residential care, improving outcomes for clients and reducing costs.	See comment	53.90%	N/A	This was a new measure in 2013/14 and so no projections were provided.

<b>Success Measures – the Council’s contribution to improvement</b>	<b>Outcome – that the Council is contributing to</b>	<b>Projection 2013/14</b>	<b>Result 2013/14</b>	<b>Result 2012/13</b>	<b>Comment</b>
Average number of working days taken from completion of the care plan to the installation of aids / equipment	To provide high quality person centred care and better outcomes for service users that is also more financially sustainable than long-term residential care.	7 days	7.29 days <b>AMBER</b> ↑	7.32 days	Performance is amongst the best seen in recent years, despite the service being affected by the emphasis on larger & critical items of equipment (e.g. specialist beds). These reduce the ability to deliver smaller items of equipment.

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

#### **How does this compare with others in Wales?**

- Percentage of cases where the risk (safeguarding vulnerable adults) has been managed
  - o We have performed strongly this year in terms of safeguarding and managing risk: our end of year result was 93.29 per cent, up slightly from 2012/13 (92 per cent).
  - o Comparative national data for 2013/14 is not yet available. The data from 2012/13 shows Swansea ranked 13<sup>th</sup> out of the 22 authorities for managing risk.
  - o Our performance must be viewed in the context that 100 per cent is not always attainable: there will be situations where a capacitated adult must be able to make their own choices around risk.
  
- Percentage of people supported to be independent
  - o The City and County of Swansea has a good record of supporting adults under the age of 65 in the community: the indicator that measures this shows excellent performance for 2013/14 (97.4%) while the 2012/2013 result was the second best in Wales.
  - o For those aged over 65, there has already been an impact on the overall rate of services provided as a consequence of the increase in frail older people. This is also the first full year where equipment services have been assessed on the basis of eligibility. As a result, fewer people received community-based services and this affected the result.
  - o Overall, the national picture based on the available comparative data (2012-13) indicates that Swansea’s performance for supporting all people in the community is mid-table and close to the Welsh average

- Percentage of clients returning home following reablement
- Average number of working days taken from completion of the care plan to the installation of aids / equipment
  - The indicators for reablement and equipment are Swansea-specific there is no national comparative data.



## **I - Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas**

### **Why this is an Improvement Objective**

There are key issues that have implications for the need to help people recycle more of their waste.

#### **1. National Waste Strategy:**

- Local Authorities are facing significant legislative and policy measures including the imposition of recycling and composting targets and associated taxes and fines for not meeting them. Statutory targets for increasing the amount of municipal waste that is recycled or composted was 52% in 2013/14; this will rise to 58% by 2015/16
- Landfill capacity is running out and the UK landfill tax is also set to increase by £8 per tonne until 2014 equalising the cost of landfill and alternatives; in time, this will make landfill more expensive than alternative disposal methods.

#### **2. Local and national performance:**

- The Council's performance increasing recycling has improved steadily over the last few years. However, when compared to other Local Authorities in Wales, Swansea's performance has been below the Welsh average; the Council was placed 20<sup>th</sup> in Wales in 2012/13.
- The Council's service development strategy for Waste spans 15 years to show how the higher rate of 70% recycling will be met by 2025.
- Prior to August, the Council's main landfill site at Tir John, along with other recycling centres in the City were managed by Swansea Waste Disposal Company, an arm's length company of the Council.
- However, since August the Council has become directly responsible for these services. This gives the Council more flexibility to develop and improve its recycling services, increase the potential for achieving national recycling targets and tough landfill allowances by bringing the waste services in-house.

### **The Council's contribution towards improvement**

- The Council has been encouraging people to recycle, reuse and reduce their household waste.
- The Council has undertaken a number of initiatives to try and help facilitate this and it has been successful in achieving year on year increases in the recycling rate and reducing the amount of waste sent to landfill.
- However, meeting the statutory targets has proved challenging and more work will be needed in order to meet the statutory targets within the timescales.

## Improvement Objective I – Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas

### Self-assessment

This Improvement Objective has been met, evidenced by the following:

Success Measures – <i>the Council's contribution to improvement</i>	Outcome – <i>that the Council is contributing to</i>	Projection 2013/14	Result 2013/14	Result 2012/13	Comment
Percentage of reported fly tipping incidents cleared within 5 working days	Improving arrangements for collecting and recycling waste should have a beneficial impact on reducing the incidents of fly tipping and should improve the speed with which incidents are dealt with.	92%	94.32% GREEN ↑	86.08%	
Percentage of municipal waste being re-used, recycled and composted	To meet Welsh Government waste targets, avoid financial penalties and help contribute towards protecting finite resources	52%	53.30% GREEN ↑	47.94%	
Percentage of municipal waste sent to landfill		48%	45.13% GREEN ↑	49.71%	

The detailed self-assessment can be found on [www.swansea.gov.uk](http://www.swansea.gov.uk)

## How does this compare with others in Wales?

- The overall reuse, recycling and composting rate achieved for 2013/14 was 52.8%, which ensured that the authority met the statutory target of 52% set by Welsh Government.
- Our dry recycling rate of 35.4% is up from 31% in 2013/14. Our composting rate of 17.14% was slightly up on 2013/14 but was affected by the poor weather, which affects green/garden waste tonnages.
- Provisional figures published showing results for the 22 Welsh authorities for 2013/14 place Swansea in 12<sup>th</sup> place for dry recycling and 13<sup>th</sup> place for composting and places Swansea in the 3<sup>rd</sup> quartile overall.
- The average overall recycling/composting/reuse figure achieved by Welsh authorities in 2013/14 was 55% whilst the average composting and dry recycling rates were 18.9% and 34.2% respectively.
- The Authority continually networks with other Councils to identify and good working practices and have also hosted a number of Authorities keen to learn from us in relation to setting up and running the 'reuse shop' that sells items that can be re-used.
- We are currently reviewing the waste returns from other authorities to try and establish where good economic performance in terms of capture rates are being achieved and intend during 2014/15 to liaise with the top performing authorities to boost our performance.
- The survey of the Household Waste Recycling Centre's undertaken in conjunction with WRAP<sup>5</sup> sought to identify good working practices utilised by other Authorities and how they could be incorporated in to the running of our sites. This has resulted in a number of changes including the introduction of Meet and Greet Officers, additional training of staff new signage and improved site layouts.

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<sup>5</sup> WRAP is a not-for-profit company backed by government funding from England, Northern Ireland, Scotland and Wales. They work with businesses and individuals to help them reap the benefits of reducing waste, develop sustainable products and use resources in an efficient way.

## **Part 3 – Working in partnership with others in 2013/14**

The Council will always seek to collaborate with other Welsh Councils and partners in order to improve services, share information, take advantage of expertise and / or provide efficiencies and cost savings.

The Council is collaborating with others across a wide range of services and so this list is not exhaustive; however, the following represent the key partnerships:

### **Waste Management**

#### **How has the Council exercised its powers and what are the intended outcomes?**

We are collaborating with Pembroke, Carmarthen, Neath Port Talbot and Bridgend for the provision of a regional food waste treatment plant.

This will result in a cost efficient solution and provide the region's food waste disposal needs for the next 25 years.

#### **What progress have we made towards the intended outcomes?**

The latest position is as follows:

- Anaerobic Digestion (Food Waste) Procurement
  - § Unfortunately the Preferred Bidder has withdrawn from the procurement process; however the 5 Authorities are now exploring options for a regional framework contract.
- Residual Waste Procurement
  - § Procurement is on hold pending authorisation from Regional Project Board to proceed on a seven authority basis (incl. Ceredigion and Powys – CWWP). The benefits over costs of CWWP joining have been shown to be marginal and therefore inconclusive.
  - § The next procurement stage involves the production of an outline business case for submission to Welsh Government.

### **Education – School Improvement Services**

#### **How has the Council exercised its powers and what are the intended outcomes?**

The collaboration on the delivery of School Improvement Services through the South West and Mid-Wales regional consortium – made up of Carmarthenshire, Ceredigion, Neath Port-Talbot, Pembrokeshire, Powys and Swansea – continues to be developed.

#### **What progress have we made towards the intended outcomes?**

The Regional Support, Challenge and Intervention Framework (RSCIF) continue to operate across the region, providing a consistent approach to categorising schools and providing challenge and support to help improvements.

### **Economic Regeneration & Planning – City Region**

#### **How has the Council exercised its powers and what are the intended outcomes?**

The Swansea Bay City Region encompasses the four local authority areas of Neath Port Talbot, Swansea, Carmarthenshire and Pembrokeshire.

The region brings together business, local government and a range of other partners, working to a common goal of creating economic prosperity for the people who live and work in the City Region

The City Region Board has now been formally established and provides strategic guidance for the ongoing collaboration between the four local authorities in South West Wales, the private sector, and Higher/Further Education.

The regional economic strategy has been formally adopted by each authority, demonstrating the commitment to focussing on regional priorities, joint working and delivery.

#### **What progress have we made towards the intended outcomes?**

The development of the strategic aims within the strategy has been led by the authorities on behalf of the region.

Ongoing partner engagement has helped identify many project ideas for transformational action to stimulate economic growth and job creation.

The process of project prioritisation has also commenced, which will allow resources to be targeted onto interventions that support the region's future prosperity.

### **Transportation**

#### **How has the Council exercised its powers and what are the intended outcomes?**

From 1<sup>st</sup> April 2014 Welsh Government funding for bus services has been changed and a new Grant, the Bus Service Support Grant has been introduced.

This grant is paid to Swansea on behalf of the South West Wales Transport Forum. The 4 Councils which make up the Forum have worked together to develop and implement the new scheme to support public transport services across the region.

There is also close collaboration with Neath Port Talbot Council and the University on improving transport links to the Second University Campus opening in 2015.

#### **What progress have we made towards the intended outcomes?**

A Regional network strategy for public transport was submitted to the Welsh Government in January 2014 and this was used (in conjunction with the other three regional strategies across Wales) to inform the work of the Bus Policy Advisory Group set up by the Minister for the Economy, Science and Transport.

A joint Local Transport Plan is being prepared by Swansea, Neath Port Talbot, Carmarthenshire and Pembrokeshire Councils setting out the key transport issues and priorities for delivery for the period 2015/20. The plan must be submitted to the Welsh Government in January 2015.

### **Deliver Welsh Government Houses to Homes Empty property loan fund**

#### **How has the Council exercised its powers and what are the intended outcomes?**

Swansea Council has worked with Neath Port Talbot and Bridgend Councils to establish a loan fund for applicants wanting to repair or convert empty properties into homes.

The intended outcomes are to:

- § Increase the supply of affordable homes for rent or sale.
- § Reduce the number of empty and/or dilapidated empty properties.
- § Create a recyclable loan fund. When paid back, money can be used again for more loans.

### **What progress have we made towards the intended outcomes?**

Welsh Government funds have been utilised to issue 20 loans to the owners of empty properties in Swansea with two being repaid so far.

## **Western Bay Health and Social Care Programme**

### **How has the Council exercised its powers and what are the intended outcomes?**

During 2013/14 the Western Bay Health and Social Care (WBHSC) Programme, which is a collaborative programme bringing together the City & County of Swansea, Neath Port Talbot County Borough Council, Bridgend County Borough Council and the Abertawe Bro Morgannwg University Health Board, continued to make progress, following its establishment in 2012.

The main focus for the WBHSC Programme during 2013/14 was to:

- test and review the case for collaborative working through the development of joint business cases and reviews;
- establish the required systems and support mechanisms to facilitate the efficient running of the Western Bay Programme, and;
- review the governance of the programme.

The Western Bay programme has a number of project work streams including Children Services – Adoption, Adult Learning Disability Services, Adult Mental Health, Community Services (Older People) and a cross-cutting project focused on Contracting and Procurement Services.

There are also several other work streams alongside the main transformation programme, involving the same partner agencies; these include, Integrated Family Support Services, Safeguarding for Adults and Children, Supporting People and Substance Misuse.

Swansea Council is the host organisation for the Programme, providing programme management and the financial lead on behalf of the partners in relation to Welsh Government grant funding.

This programme of joint working should lead to better outcomes for citizens through the sharing of best practice, better use of resources and delivering savings, improved commissioning of specialist services and innovative practice.

### **What progress have we made towards the intended outcomes?**

Considerable progress has been made across the Western Bay Health and Social Care Programme in 2013/14 with the support of external funding and as a result of high level commitment to the Programme.

A launch event was organised, which took place on 2<sup>nd</sup> July, 2013 in the Liberty Stadium in Swansea.

A Memorandum of Understanding (MOU) was agreed among the partners concerning finance and a further agreement underpins human resources issues associated with the Programme.

An independent review of governance was commissioned and completed (by the Institute of Public Care).

Preparations for the impact of the implementation of the *Social Care and Wellbeing Act (Wales)* on the region are being planned and agreed.

Among the partners, project sponsor, lead and project management roles have been shared across the collaborative.

The *Learning Disability (LD) Project* aims to improve the cost effectiveness of care and support for people with a LD for whom the Western Bay partners are responsible for assessing or providing/funding services. The outcomes associated with the LD project include ensuring each person with a learning disability has the care and support that reflects his or her needs based on a single joint plan that includes health and social care requirements.

The *Mental Health Project* aims to respond to:

- the increase in demand for mental health services across the region;
- scarce financial and staffing resources, and;
- a greater complexity of need against the need to manage prevention and wellbeing.

The *Community Services project* is a significant part of the Western Bay Programme (formerly older people services) and aims to support older people remain independent and keep well. Its focus is to:

- ensure that more people are cared for at home, with shorter stays in hospital;
- the provision of services on a 7 day basis and more joined up services around the needs of the individual;
- less duplication of service provision between health and social care agencies.

In the context of the national adoption service being implemented, the three Local Authorities have agreed to collaborate to deliver a regional adoption service.

A *Contracting and Procurement Project* has also progressed as a cross-cutting work stream. This is in recognition of the need to establish and embed a sustainable, efficient and cost effective contract and procurement process for health and social care underpinning the priority projects outlined above.

## **Regional Safeguarding**

### **How has the Council exercised its powers and what are the intended outcomes?**

The new *Social Services and Wellbeing (Wales) Act* is continuing to drive improvements by ensuring that the full range of public services share their responsibility to safeguard and protect the most vulnerable children and adults.

Western Bay Safeguarding Adults and Children Boards are working effectively together in order to protect vulnerable adults and children, to prevent abuse and neglect, and to promote health and wellbeing.

A Corporate Safeguarding policy has been developed to support the continuous improvement of outcomes at a local level by involving all Council services.

**What progress have we made towards the intended outcomes?**

By developing and launching the new Western Bay Safeguarding Boards, Swansea is moving into regional governance arrangements.

This will support our work to develop a more consistent approach ensuring that vulnerable people have the best possible life, free from abuse, neglect, emotional harm and exploitation.

**Adult Social Services**

**How has the Council exercised its powers and what are the intended outcomes?**

As part of the joint commitment by Western Bay (Delivering Improved Community Services, September 2013), the development of intermediate care services is a priority over the next 3 years and the subject of a business case signed off by all organisations in March 2014.

**What progress have we made towards the intended outcomes?**

The Intermediate Care Fund is providing significant investment for year 1 of the business case implementation; each of the partners has signed up to a Statement of Intent.

A component of this funding is being used to improve the integration of health and social care and to develop 'operational hubs' in which health and social care staff are co-located.

This is expected to build relationships and blur organisational or service boundaries, reduce bureaucracy and create a more responsive, flexible and appropriate service for clients.

All community and hospital health and social care referrals will have a common access point for services in Swansea. This means there will be a single integrated referral and assessment process for older people, which will enable prompt triage, appropriate allocation of work and ongoing management of complex care.

**Child and Family Services**

**How has the Council exercised its powers and what are the intended outcomes?**

Swansea Council is collaborating through the 4Cs Consortium and in supporting an Intensive Family Support Services.

This helps ensure that a wider range of services, opportunities and family support is available to support children with complex needs and their families and to ensure high quality and lower cost placements.



Improvements in how we work directly with children and families are being achieved. By using *Signs of Safety*<sup>6</sup> (SOS) across the whole service very detailed work is taking place by engaging with children and family networks.

A rich picture of the dangers and concerns is built and together we map the changes the family need in order to put in place a safety plan for each child and to achieve positive outcomes.

**What progress have we made towards the intended outcomes?**

We are increasing the number of children with complex needs supported to live in or close to Swansea. This helps to ensure that children have access to the best possible services.

We are achieving better outcomes by matching and placing more children with adoptive parents and within supportive foster families, trained and supported by *Foster Swansea* (Swansea Council's fostering service).

Swansea is the first local authority in Wales to implement SOS. Our approach is based on evidence of what we know works well in complex child protection case work. Already over 500 professionals, including all child social workers, have now received training in SOS and solutions focused planning.

Swansea recently shared this journey at an International gathering. There is widespread interest from other children's services in how we have successfully reached this point and our plans to achieve the next phase implementation of SOS.

**Legal**

**How has the Council exercised its powers and what are the intended outcomes?**

The Shared Legal Service is continuing to develop.

A Regional Legal Team has been established with the aim of preventing work being sent to the private sector and developing in-house expertise.

The Team has also secured funding for Trainee Solicitors and a "legal portal" over which confidential documents can be shared.

**What progress have we made towards the intended outcomes?**

The intention to reduce work being sent to the private sector and developing in-house expertise is underway.

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<sup>6</sup> Signs of Safety is an approach to keeping children safe by identifying solutions within the resources of the child and those caring for the child.

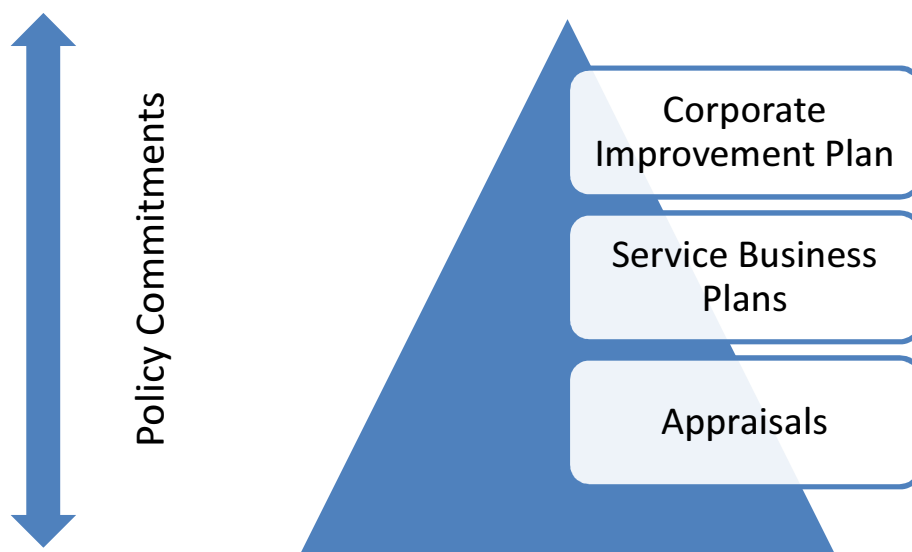
## Part 4 – Performance Information and its use

### Introduction

The City & County of Swansea local authority delivers a wide range of services to the people of Swansea. The Council has to plan what services it will deliver within the available resources. The Council has to ensure that its services meet the needs and aspirations of the people of Swansea and that they are effective and provide value for money.

### Strategic Plans and Improvement

The Council's corporate planning and improvement framework is set out in the diagram below.



The Council adopted its **Policy Commitments** at Council on the 26<sup>th</sup> July 2012. The Policy Commitments are the key policy pledges that the Council has identified for delivery during this electoral cycle.

The Council consults and engages with the people of Swansea and with other stakeholders to help decide its priorities for improvement (called **Improvement Objectives**), which then appear within the **Corporate Improvement Plan (CIP)**.

This Annual Review of Performance describes the Council's performance delivering its CIP *Standing Up for a Better Swansea* for 2013/14.

The CIP is adopted by Council and assessed through the Council's scrutiny arrangements.

The delivery of the CIP is monitored through the Council's corporate improvement arrangements.

The CIP also seeks to demonstrate the Council's contribution delivering the Council's Policy Commitments that relate to the need to make improvement and also to the relevant challenges set out within the **One Swansea Plan**.

The Council works with its partners through the Local Service Board every 4 years to determine what the collective priorities for the whole of the people of Swansea are. These joint priorities are published within a 'Single Integrated Plan', known as the *One Swansea Plan*, which is then delivered, monitored and updated together with partners.

**Table 1 – interdependencies between the One Swansea Plan, the Council’s Policy Commitments and the Corporate Improvement Plan 2013-17**

One Swansea Plan		Corporate Improvement Plan 2013-17	
Population Outcome	Shared Challenge	Policy Commitments	Improvement Objective
3. Children Have a Good Start in Life	1. Low Birth Weight 2. Domestic Abuse 3. School Readiness	Para 6 - Standing up for a city of learning – A flying Healthy Start For All Our Children.  Para 9 - Standing Up for High Quality Health and Social Services – Prevention, Not Failure	<ul style="list-style-type: none"> <li>• Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.</li> <li>• People are Safe, Well and supported to live independently (Child &amp; Family)</li> </ul>
B. People Learn Successfully	1. School Attendance 2. School Achievement 3. Adult Qualifications	Para 6 - Standing up for a city of learning – Ambitious for Swansea	<ul style="list-style-type: none"> <li>• To support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential</li> </ul>
C. Young People and Adults Have Good Jobs	1. Youth Unemployment 2. Economic Inactivity 3. Average Earnings 4. Economic Performance	Para 7 - Standing Up for Jobs and Regeneration	<ul style="list-style-type: none"> <li>• Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.</li> </ul>

One Swansea Plan		Corporate Improvement Plan 2013-17	
Population Outcome	Shared Challenge	Policy Commitments	Improvement Objective
D. People Have a Decent Standard of Living	<ol style="list-style-type: none"> <li>1. Child Poverty</li> <li>2. Household Income</li> <li>3. Personal Debt</li> </ol>	Para 7 - Standing Up for Jobs and Regeneration – Regeneration & Anti-Poverty	<ul style="list-style-type: none"> <li>• Promote affordable credit and savings options and help people maximise their income and entitlements</li> </ul>
E. People are Healthy, Safe and Independent	<ol style="list-style-type: none"> <li>1. Preventable Early Deaths</li> <li>2. Life Expectancy</li> <li>3. Older Peoples' Independence</li> <li>4. Crime</li> </ol>	<p>Para 11 - Standing Up for the Best in the Arts, Culture &amp; Sport – City of Sport</p> <p>Para 13 - Standing Up for a Better Environment and Better Planning – Value our Parks and Open Spaces</p> <p>Para 9 - Standing Up for High Quality Health and Social Services – Prevention, Not Failure</p>	<ul style="list-style-type: none"> <li>• Help people adopt and develop healthy and sustainable lifestyles in order to improve health.</li> <li>• People are Safe, Well and supported to live independently (Adult Services)</li> </ul>
F. People Have Good Places to Live and Work	<ol style="list-style-type: none"> <li>1. Public Transport</li> <li>2. Carbon Emissions</li> <li>3. Water Quality</li> <li>4. Housing Quality</li> </ol>	<p>Para 10 - Standing Up for Better Housing</p> <p>Para 13 - Standing Up for a Better Environment and Better Planning</p>	<ul style="list-style-type: none"> <li>• Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing.</li> <li>• Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas</li> </ul>

Work continued in 2013/14 to refine the CIP and its associated performance measures and to embed the new plan into the Council's performance management and improvement arrangements.

The CIP was updated for 2014/15 and can be found by clicking on the link here:  
<http://www.swansea.gov.uk/index.cfm?articleid=50884>.

Each service within the Council produces a 4 year **Service Business Plan**. Each plan is reviewed annually and describes how Council services will deliver their own objectives and contribute towards meeting the priorities contained within the CIP and Policy Commitments.

The Business Plans link together service, financial and workforce planning and allow services to be planned within the framework of broader duties, such as ensuring services are delivered equally and equitably and are sustainable.

The Council is subject to the **National Performance Improvement Framework**. This framework sees the Welsh Government and Welsh Local Government Association set statutory **performance measures**, which all Council's in Wales must report on. A summary of the Council's performance against national performance measures is included further below.

Work started on a review of the Council's performance and improvement arrangements in 2013. The review is aimed at producing a performance and improvement framework that is simpler, easier and better. This will continue during 2014/15 culminating in a new single corporate plan in 2015/16.

### **Managing risks**

Delivering such a wide range of diverse services often within regulatory frameworks at a time when finances and resources are under considerable strain means that Councils are increasingly dealing with uncertainty and managing change.

At the same time, Councils are under increasing pressure to deliver better services in new and innovative ways.

All of this attracts **risk** (and opportunities) which need to be effectively managed and controlled.

Risk is managed at different levels within the Council. Risk is managed within individual projects. Service, departmental and corporate risks are managed through service, departmental and corporate risk registers.

Risks that affect the community as a whole, such as flood risks, are identified and managed collectively by the Council and its partners through their resilience arrangements.

Information, in whatever form, is a valuable asset to the Council and it is important that all our information risks are managed effectively. This will include details of the risks and opportunities associated with information sharing, information management, internet use and the office.

### **Monitoring and scrutinising performance**

It is important that the delivery of the Council's plans and its services are monitored for effectiveness.

The Council monitors and reports performance of services against agreed targets on a quarterly and annual basis at Cabinet and Scrutiny. This provides opportunities to look at any problems and to put them right and also to inform decisions on spending and how other resources are allocated.

The Council also consults and engages with the people of Swansea and others on how they view the services provided by the Council. Complaints and compliments from the public and service users are also a source of information used to improve services.

Scrutiny allows non-executive Members to hold the Council's executive to account for decisions that have been made and for the performance of Council services.

Scrutiny acts as a 'critical friend' to the Cabinet and other decision makers within the Council in order to promote better services, policies and decisions.

In Swansea the scrutiny function is managed by a single Scrutiny Programme Committee that allocates work to three types of informal task and finish group:

- Inquiry Panels: These undertake in depth investigations into policy or service areas. Inquiries in 2013/14 included; Wellbeing in Schools, Economic Inactivity, Inward Investment, Public Engagement and Street Services.
- Performance Panels: These provide ongoing monitoring and challenge of performance. There are currently four of this type of panel; schools; wellbeing; service improvement and finance; and Local Service Board.
- Working Groups: These are one off, short pieces of work usually requiring no more than one or two meetings. Recent topics include; Planning; Parks Service; Historic Buildings; and Social Housing Waiting Lists

Updates about the work of scrutiny, including details of forthcoming meetings, are provided via the dedicated website: [www.swanseascrutiny.co.uk/](http://www.swanseascrutiny.co.uk/)

Scrutiny produces an annual report every year. This report is produced in a results scorecard format and provides a range of metrics used to track the amount, quality and outcomes of the Council's scrutiny work.

The report for 2013/14 will be available at: [www.swansea.gov.uk/scrutinylibrary](http://www.swansea.gov.uk/scrutinylibrary) from August 2014.

In January 2014 a workshop of scrutiny councillors was held to review the effectiveness of the current arrangements and consider the lessons learnt from participation in the Wales Audit Office's National Study into Scrutiny Effectiveness.

From this workshop five improvement themes for scrutiny were identified and reported through the annual report. These were:

- Managing the Workload
- Preparing for Meetings
- Identifying Members' Skills
- Public Engagement
- Reviewing Progress

## **Equality and Diversity**

The Council is committed to treating people fairly and according to their needs in all its services.

The implementation of new legislation (Equality Act 2010, Welsh Regulations 2011 and Welsh Language Measure 2011) has provided a further focus for the Council in its work on equality and diversity and achieving improvements and outcomes for staff and customers.

2013/14 has seen the following outcomes and work undertaken:

- The first annual review of our Strategic Equality Plan (2012-16), which sets out the progress made against each of our equality objectives. Whilst this is a legal requirement, it gives us the opportunity to further our commitment to equality and fairness as an organisation.
- In partnership with South Wales Police, we continue to co-ordinate and further develop the Council's engagement with Swansea's Black and Minority Ethnic (BME) and Lesbian, Gay, Bi-sexual and Transgender (LGBT) communities via our BME and LGBT Forums.
- The annual review of our Welsh Language Scheme and the first annual report on *More Than Just Words* (the Welsh Government's Strategic Framework for Welsh Language Services In Health, Social Services and Social Care) produced. With Schemes being replaced next year, proposed standards were widely discussed and responses made to the Welsh Government and the Welsh Language Commissioner.
- Scrutiny undertook an inquiry into Public engagement across the authority. This information and recommendation from the inquiry will be used to develop and new Consultation and Engagement strategy within 2014/15.
- The Equalities Committee completed an annual work plan of departmental visits, and the work of our Member Equality Champions has continued.
- Following the launch of the Third Phase of the Strategy for Older People in Wales and the Council's formal endorsement of the principles of the Dublin Declaration of Age Friendly Cities, a mapping exercise has been undertaken to identify common themes and align these with local priorities. Work is underway with internal departments and external partners to formulate a delivery plan for Swansea.

The Council's Equality Impact Assessment process is used to consider the impact of any initiative on different groups. It has been extended to incorporate other issues such as carers, community cohesion, consultation and poverty.

Work has also begun on integrating the requirements of the United Nations Convention on the Rights of the Child (UNCRC) into the process. The process is also used to assess the equality impacts of the Council's budget.

## **Sustainable Development**

The City and County of Swansea is committed to developing and supporting a community that is based on sustainable development.

The Council defines sustainable development as: ***“development that meets the needs of the present without compromising the ability of future generations to meet their own needs”***.

Sustainable development has been adopted as the Council’s central organising principle underpinning the planning and delivery of services.

In 2013/14 the Council continued to work closely with the Welsh Local Government Association as its Model Authority for Sustainable Development. Work focused on embedding sustainable governance principles throughout the organisation with particular emphasis on leadership training for members and senior officers.

*Sustainable Swansea –Fit for the Future* is a three year programme launched in November 2013, which demonstrates how sustainable principles are explicitly shaping the Council’s response to the challenges facing local government. Collaboration, citizen engagement, prevention and a focus on the long term are fundamental to this evidence based approach which takes into account social, economic and environmental factors.

In July 2014, the *Wellbeing for Future Generations (Wales) Bill* was laid before the National Assembly for Wales. The City and County of Swansea has committed to becoming an ‘Early Adopter’ of the act, further integrating and reporting on how sustainable governance principles are embedded into its operation.

Each year the Council publishes a Sustainable Development Report providing public accountability for sustainable development and a tangible measure of the effectiveness of the Council’s Sustainable development Policy. In 2013/14 performance has improved in the majority of the Report’s seven key priority areas, although in some areas there has been a decline.

Further information can be found at [www.swansea.gov.uk/sustainabledevelopmentreporting](http://www.swansea.gov.uk/sustainabledevelopmentreporting) .

In 2013/14 investment in energy efficiency measures for building and homes alongside efforts to reduce energy consumption resulted in reduced fuel costs and a decrease in carbon emissions.

There has been an increase in the amount of waste recycled and decrease in that sent to landfill.

Work is on target to create a new Local Nature Reserve at Garth Farm and Cwmdonkin Park achieved Green Flag status.

Social Services are responding to the challenge of an aging population by investing in preventative measures and working with residents to enable them to remain independent in their homes for longer.

The percentage of women in management roles has risen and number of working days lost to sickness absence has fallen.

Procurement Services actively supports local businesses build their capacity and recognise opportunities to supply the Council.



### **A focused and corporate approach to Improvement work**

The Council has developed a bespoke and corporate approach to improving performance in areas where significant improvements are required. The approach was developed as part of the Council's successful response to improvements that were required to Child & Family Services.

It involves establishing a corporate improvement board led by the Chief Executive and relevant members of the senior management team supported by expertise from across the Council. This provides effective executive governance, control and oversight to the improvement work.

The corporate improvement board is mirrored by a political leadership board chaired by the Council Leader with membership drawn from relevant Cabinet Members and committee / scrutiny chairs plus senior management and corporate officers. This Board provides the political leadership and steer to the Council's response to the issues that need to be dealt with.

A project team led by the relevant service will implement an agreed improvement action plan with corporate support, which will usually include a focus on performance, consultation with users and stakeholders and comparing services to others in Wales and across the UK.

In addition, the relevant Scrutiny Board acts as a 'critical friend' to provide challenge to executive decisions relating to the Council's response to improvement.

The improvement work will usually conclude with a report to Council setting out recommendations for improvement.

The Council used this approach to respond to a statutory recommendation from the Wales Audit Office concerning the Council's Planning Committee arrangements and, more recently, to respond to Estyn's recommendations as a result of their inspection of the Local Education Authority in 2013.

- *Education – Estyn Inspection of Local Education Authority 2013*

There has been good progress on all Recommendations.

The Chief Executive set up an Improvement Board to act on issues highlighted by the Estyn inspection of the Local Education Authority. The board has met regularly since July 2013. In addition a Member-led board has met termly to assess progress.

The Improvement Board has examined, in depth, the work to address the five Recommendations and other actions to improve performance under Education's Business Plan.

The post-inspection action plan addressing the recommendations and concerns identified in the inspection report was submitted to Estyn but there has been no response to it to date (July 2014).

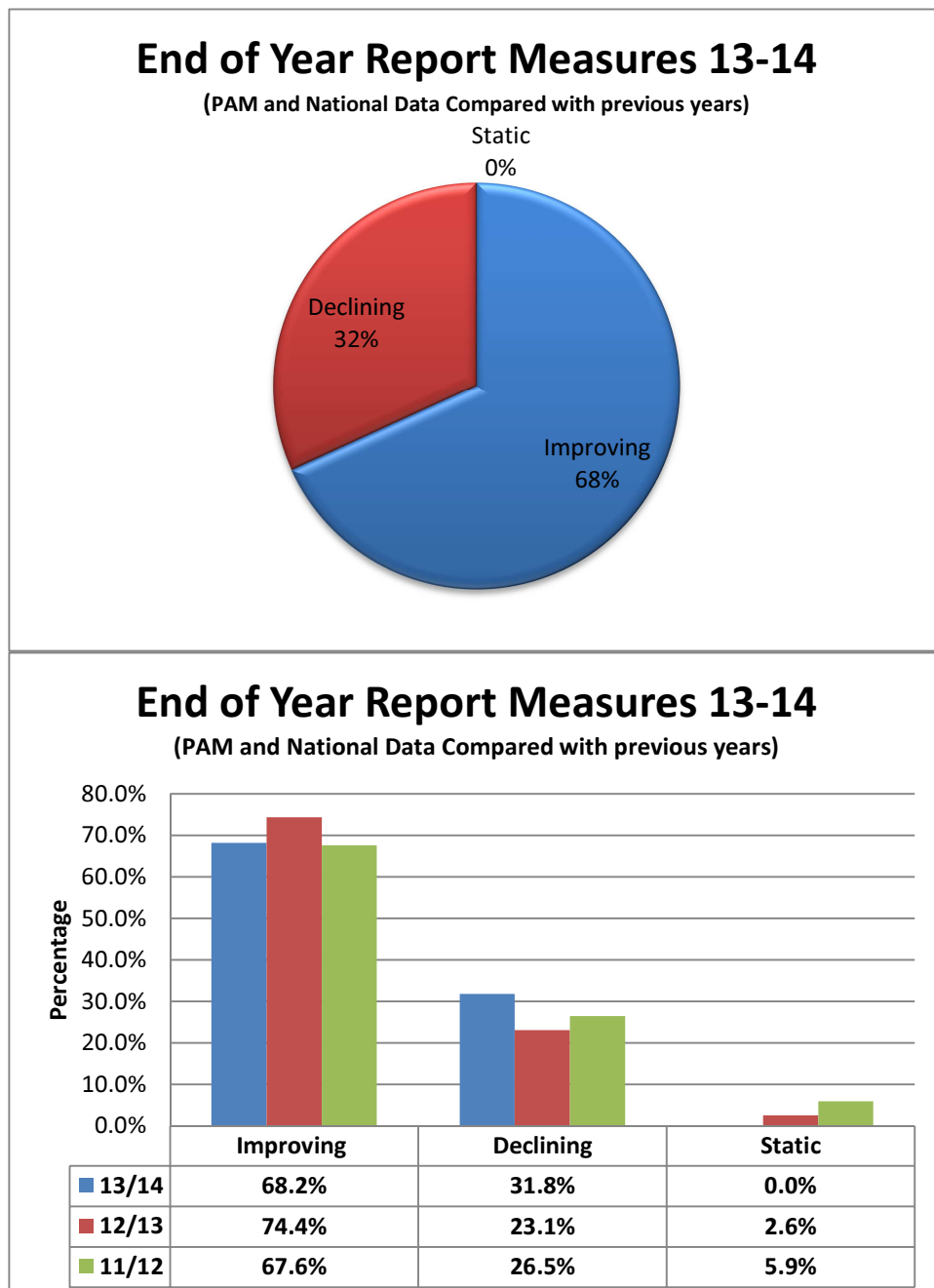
## Summary of our performance against National Indicators

Each year, the Welsh Government and the Local Government Data Unit publish local authority performance information on a range of services, highlighting areas where there have been notable changes in the overall level of performance. This makes it possible to compare the performance of the 22 Welsh local authorities across those services. This section summarises how we performed in 2013/14 in comparison with the previous year. Note: A Full List of Comparable National Measures can be found at [www.swansea.gov.uk](http://www.swansea.gov.uk)

### Performance Compared with the Previous Year

In 2013/14, 44 performance indicators were collected and published nationally. Of the 44 indicators, all have data that can be compared against 2012-13 performance, of which:

- 30 showed an improvement, or stayed at 100%;
- 0 remained the same; and
- 14 showed a decline.



## Where to find additional information

The Performance & Delivery Service has prepared this document on behalf of the Council. If you have any questions or comments on the content of this plan, you can contact by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 636852. The Corporate Improvement Plan 2013/17 can be found by clicking on the following web link: <http://www.swansea.gov.uk/index.cfm?articleid=155>

### *One Swansea Plan*

If you are interested in finding out more about the *One Swansea Plan*, then you can do so via the Council's web-site by clicking on the following weblink:

<http://www.swansea.gov.uk/index.cfm?articleid=52292>

Also, if you have any questions related to the *One Swansea Plan*, you can contact the Scrutiny Team by Telephone 01792 637732, or:

[scrutiny@swansea.gov.uk](mailto:scrutiny@swansea.gov.uk)

### *Scrutiny Board Reports*

<http://www.swansea.gov.uk/index.cfm?articleid=36785>

### *Local Service Board*

Website: <http://www.swansea.gov.uk/index.cfm?articleid=11034>

### *Equality & Diversity*

<http://www.swansea.gov.uk/index.cfm?articleid=1917>

### *Sustainable Development*

<http://www.swansea.gov.uk/index.cfm?articleid=4275>

### *Wales Audit Office inspection reports*

[http://www.wao.gov.uk/reportsandpublications/localgovernment\\_687.asp](http://www.wao.gov.uk/reportsandpublications/localgovernment_687.asp)

### *Estyn Inspection Reports*

<http://www.estyn.gov.uk/english/inspection/inspection-reports/?searchTitle=&searchType=All&localAuthority=51&searchPostcode=&searchDistance=10&submitted=1>

### *Care and Social Services Inspectorate Wales (CSSIW) Inspection Reports*

<http://www.csiw.wales.gov.uk/dataviewer/index.asp?searchtext=Enter+Name&postcode=Postcode&authority=SWA&region=&results=true&settings>