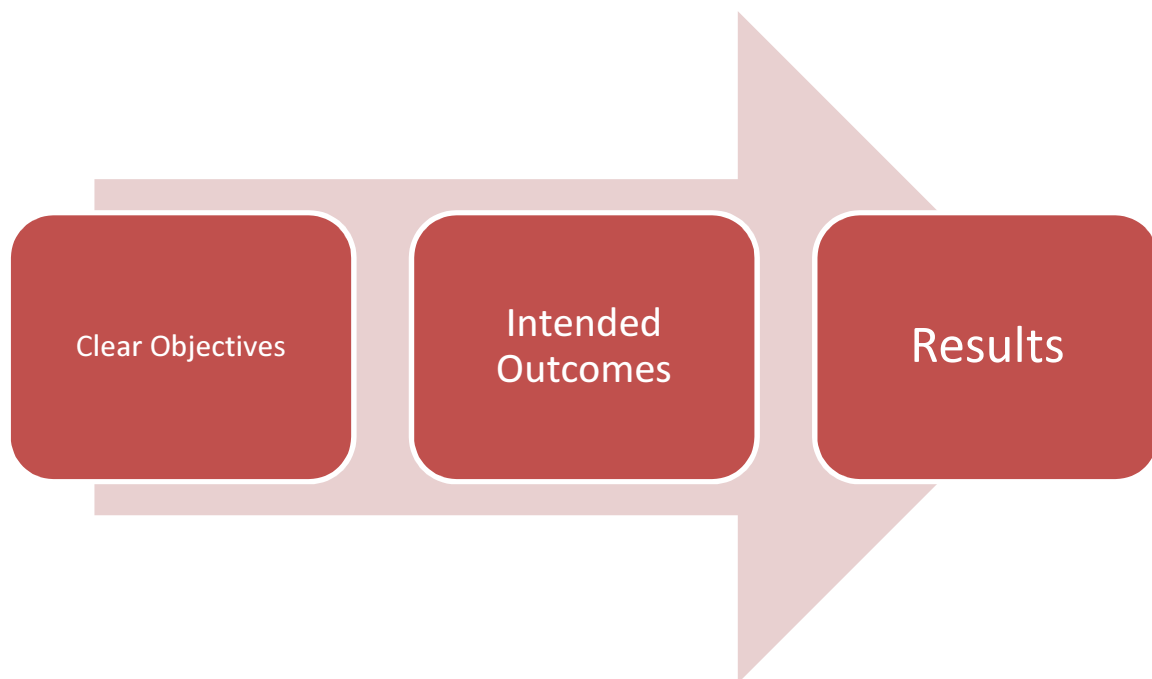


# **DRAFT - Annual Review of Performance in 2014/15**



## Contents

|   |                |
|---|----------------|
| <b>Introduction</b>   | <b>Page 4</b>  |
| <b>Part 1 – Executive Summary</b>   | <b>Page 6</b>  |
| <b>Part 2 – Summary of evaluations delivering the Council’s Improvement Objectives 2013/14</b>  | <b>Page 9</b>  |
| Improvement Objective A: Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress               | <b>Page 11</b> |
| Improvement Objective B: Support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential           | <b>Page 17</b> |
| Improvement Objective C: People are safe, well and supported to live independently (Child & Family Services)  | <b>Page 22</b> |
| Improvement Objective D: Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors | <b>Page 27</b> |
| Improvement Objective E: Promote affordable credit and savings options and help people maximise their income and entitlements   | <b>Page 33</b> |
| Improvement Objective F: Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing                                 | <b>Page 40</b> |
| Improvement Objective G: Help people adopt and develop healthy and sustainable lifestyles in order to improve health  | <b>Page 45</b> |

|  |                |
|--|----------------|
| Improvement Objective H: People are safe, well and supported to live independently (Adult Services)  | <b>Page 54</b> |
| Improvement Objective I: Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas | <b>Page 59</b> |
| <b>Part 3 – Working in partnership with others in 2013/14</b>  | <b>Page 64</b> |
| <b>Part 4 – Performance Information and its use</b>  | <b>Page 71</b> |
| <b>Where to find additional information</b>  | <b>Page 80</b> |

## **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* updated for 2014/15 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.

Our vision is for a safer, greener, smarter, fairer, healthier, richer Swansea.

This Annual Review of Performance 2014/15 is the Council's own self-assessment on its performance delivering its Improvement Objectives' as outlined in the Corporate Improvement Plan 2013/17 updated for the 2014/15 financial year.

## **How is the Annual Review of Performance 2014/15 structured?**

- **Part 1 – Executive Summary**
- **Part 2 – Summary of evaluations delivering the Council's Improvement Objectives in 2014/15** – represents a summary where the Council presents a précised conclusion of its own evaluation of its performance delivering its Improvement Objectives during 2014/15.
- **Part 3 – Working in partnership with others in 2014/15** – 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.swansea.gov.uk/article/6999/Consultation-database>

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>

If you wish to propose new improvement priorities for 2016/17, 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>       | 1. % attendance at Flying Start Settings<br>2. % Flying Start Children assessed as performing at or above the developmental norm<br>3. % of parents / carers that report a positive distance travelled (improvement) at the end of a Flying Start parenting programme.   | We have been fully successful. Improvement prospects are good, with no major barriers.                          |
| <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> | 1. % attendance at primary and secondary schools.<br>2. Attainment in English or Welsh Core Subject Indicator<br>3. % pupils achieving the Level 2 Threshold Inclusive of English/Welsh & Maths  | We have been mainly successful. Improvement prospects are good, with no major barriers.                         |
| <b>C. People are Safe, Well and supported to live independently (Child &amp; Family)</b>  | 1. Number of children becoming looked after.<br>2. Number of children looked after<br>3. Rate of entry in Looked After Children (per 1000 pop 0-17 years).<br>4. Rate of Looked After Children (per 1000 pop 0-17 years)<br>5. % of referrals that are re-referrals within 12 months<br>6. Total number of children in need (open cases) in year.<br>7. % of children on the Child Protection Register who have been de-registered and then re-registered.<br>8. % of children who remain on the Child Protection Register for more than 1 year.<br>9. % of children in mainstream Foster care who are placed with Foster Swansea.<br>10. Number of children in residential care.<br>11. % of children looked after in a family placement. | We have been mainly successful. Improvement prospects are good, with significant improvements already in place. |

| 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>  | <p>We have been mainly successful. Improvement prospects are good, with no major barriers</p>                                    |
| <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> | <p>We have been mainly successful. There are some good prospects for improvement, but there are barriers in important areas.</p> |
| <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>  | <p>We have been mainly successful. There are some good prospects for improvement, but there are barriers in important areas.</p> |

| 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> | <p>We have been mainly successful. There are some good prospects for improvement, but there are barriers in important areas.</p> |
| <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>   | <p>We have been mainly successful. Improvement prospects are good, with no major barriers.</p>                                   |
| <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>   | <p>We have been mainly successful. Improvement prospects are good, with no major barriers.</p>                                   |



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

This section contains the following information for each of our 2014/15 Improvement Objectives:

### Self-Assessment

This is our judgement or ‘self-assessment’ of whether or not we achieved the Improvement Objectives in 2014/15. Success is determined using a consistent self-evaluation framework. Success is measured by rating performance delivering each Improvement Objective and rating the prospects for improvement using a four-point scale as follows:

| Rate Performance                   | Rate Improvement   |
|------------------------------------|--|
| Grade 1 – Fully Successful (***)   | Grade 1 – improvement prospects are good, with significant improvements already in place |
| Grade 2 – Mainly Successful (**)   | Grade 2 – improvement prospects are good, with no major barriers                         |
| Grade 3 – Partially Successful (*) | Grade 3 – some good prospects, but barriers in important areas                           |
| Grade 4 – Unsuccessful             | Grade 4 – many important barriers to improvement   |

The following questions are addressed:

- 1. How successful have we been?**
  - 1.1 What has worked well?
  - 1.2 How do we compare with others?
  - 1.3 \*Areas to develop
- 2. Prospects for Improvement?**
  - 2.1 Factors likely to support improvement
  - 2.2 \*The factors that are likely to hinder improvement
- 3. \*Action Plan - Areas to Develop and Factors that Hinder Improvement form the basis of the Action Plan**

Performance and the prospects for improvement are then assessed and rated by placing an X in the appropriate cell in the matrix based upon the response to the questions.

|  |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>How successful have you been?<br/>(Performance)</b> | <b>Grade 1</b> |                |                |                |                |
|  | <b>Grade 2</b> |                |                |                |                |
|  | <b>Grade 3</b> |                |                |                |                |
|  | <b>Grade 4</b> |                |                |                |                |
|  |                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b> | <b>Grade 1</b> |

**Prospects for Improvement**

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.

## **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.

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

| Performance Measure  | Target           | Result                 |
|--|------------------|------------------------|
| Percentage attendance at Flying Start Settings   | 70%              | <b>79.5%<br/>GREEN</b> |
| Percentage of parents/carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme in <b>self-esteem and confidence</b> | 60%              | <b>89.6%<br/>GREEN</b> |
| Percentage of parents/carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme in <b>Parenting skills</b> .         | 60%              | <b>63.2%<br/>GREEN</b> |
| Percentage of parents/carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme in <b>Children's Behaviour</b>       | 60%              | <b>63.2%<br/>GREEN</b> |
| Percentage of Flying Start children assessed as performing at or above the developmental norm for <b>Age 2</b>   | N/a <sup>1</sup> | <b>53.4%</b>           |
| Percentage of Flying Start children assessed as performing at or above the developmental norm for <b>Age 3</b>   |                  | <b>57.5%</b>           |

Performance in 2014/15 and prospects for improvement are rated on a four-point scale as follows:

| Rate Performance   | Rate Improvement   |
|--|--|
| Grade 1 – Fully Successful (***)<br>Grade 2 – Mainly Successful (**)<br>Grade 3 – Partially Successful (*)<br>Grade 4 – Unsuccessful | Grade 1 – improvement prospects are good, with significant improvements already in place<br>Grade 2 – improvement prospects are good, with no major barriers<br>Grade 3 – some good prospects, but barriers in important areas<br>Grade 4 – many important barriers to improvement |

**How successful have you been?  
(Performance)**

|                |                |                |                      |                |
|----------------|----------------|----------------|----------------------|----------------|
| <b>Grade 1</b> |                |                | <b>X<sup>2</sup></b> |                |
| <b>Grade 2</b> |                |                |                      |                |
| <b>Grade 3</b> |                |                |                      |                |
| <b>Grade 4</b> |                |                |                      |                |
|                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b>       | <b>Grade 1</b> |

**Prospects for Improvement**

<sup>1</sup> These are not outcomes where we would expect to see a year on year improvement

<sup>2</sup> Prospects relates only to what can be compared from year to year.

## 1. How successful have we been?

### 1.1 *What has worked well?*

- Over the past 12 months a considerable focus has been on the expansion of Phases 2 and 3 of the Flying Start Programme via the model of co-locating the services at Primary schools in the targeted areas.
- 6 new settings were structurally completed during 2014/15 and 3 settings completed during 2014/15 became fully operational during the course of the year offering childcare, health visiting, parenting and early language development support. In addition one of our Phase 1 settings expanded to incorporate additional phase 2 areas, doubling in size (Clwyd).
- 2014/15 was the full year implementation of the Attendance Policy which was developed to ensure effective management of childcare places through the application of a consistent approach across the Programme. Despite considerable instability caused via the expansion and changes to Flying Start catchments, the focus on attendance resulted in the average level of attendance across the Programme remaining stable at 79.5% and a reduction in unauthorised absences from 3% to 2%.
- Achieving 79.5% attendance across the Programme during 2014/15 was a big achievement as a reduction in % attendance had been expected. The reduction was expected due to the expansion as new settings destabilised staffing at existing childcare settings as well as the time it takes for new childcare settings to become established.
- The average development score for 2 and 3 year olds across the Programme has also remained fairly stable. Whilst this is not a measure which will be compared from year to year there has been little change despite the difficulties encountered during 2014/15 to recruit sufficient staff (health visitors, early language development staff and childcare staff) and despite the expansion when a considerable number of new children have moved into the Programme at a late stage and therefore not benefited from the services on offer prior to this.
- 578 individual families in 2014/15, equating to approximately 1270 children have received the Parenting Service element of the Flying Start Programme. Often both mum and dad are supported and both may have accessed more than one offer of support from the service. The data provided in this report needs to be considered alongside the individual story for each family as it derives from their own self-evaluation of the distance they feel that they have travelled.
- Whilst Positive Parenting remains the main focus of the Parenting element the Family Partnership Team has developed a pathway of support which also incorporates parental wellbeing. Positive mental health has a very strong impact on the child's multiple levels of development and their own future health determinants. Parents describe having positive mental health and confidence as having a major impact on being able to transfer knowledge into practice and in turn improving their parenting skills and their relationship with their child.

## **1.2 How do we compare with others?**

- There is to date no published national data for the Flying Start Programme for 2014/15. However unpublished data accessed relating to attendance during term 1 of 2014/15 shows that:
  - Attendance – Swansea’s Flying Start Programme ranked 5th behind Gwynedd, Anglesey, Powys and Ceredigion.
  - Absence – Swansea’s Flying Start Programme ranked 1st in terms of unauthorised absence at 2% and as detailed above 5th overall taking into account both authorised and unauthorised.
- Swansea’s performance compared to other Local Authorities is strong particularly due to the higher levels of poverty and complexities and size of its geography. It is however important to emphasise that a direct comparison between Local Authorities is not possible due to the significant differences from Authority to Authority. Data analysis and interpretation needs to be sensitive to these differences.
- The focus for the Programme in Swansea is to continue to build on the good progress made to date.
- Regarding SOGS (Schedule of Growing Skills) it is quite difficult to draw robust conclusions from the data due to the impact of the phased expansion. A high number of children assessed within the timeframe will have only had Flying Start intervention for a few weeks or months before their 2 year assessment or their 3 year assessment. In addition the assessment may actually have been their first contact and consequently the child/family will not have received any service previously.
  - In terms of the 2 year old assessment this would account for 169 children equating to 40% of the overall number assessed.
  - In terms of the 3 year old assessment this would account for 145 children equating to 32% of all children assessed within the timeframe.

## **1.3 \*Areas to develop**

- To have 3 additional childcare settings up and running at Parklands, Plasmarl and Pontarddulais Primary School bases. This will also include the Health Visitor and wider members of the Team.
- To complete the capital works for the re-location of a Welsh medium childcare facility.
- The expected implementation of the EYDAF (Early Years Development and Assessment Framework) in the Foundation Phase which may influence the development of the Flying Start Developmental Tracker used in childcare.
- The expected implementation of the National Healthy Child Programme which may impact on the Flying Start Health Visiting Service.
- Full implementation of the Early Language Development Pathway as soon as all posts are filled.
- Roll-out of more drop-ins across Flying Start areas.

- Continue to promote Monthly meetings between staff in all Flying Start setting in order to foster partnership working.

## **2. Prospects for Improvement?**

### **2.1 *Factors likely to support improvement:***

- Due to the continuing expansion of Flying Start in Swansea, the challenge is to maintain performance. The main focus for the next 12 months is to build on good practice and to achieve a greater degree of “steady state”.
- Specific areas of development to support improvement include:
  - Continue to rollout and develop the Education software (Capita SIMS) to record child’s attendance. This supports settings to monitor patterns of non-attendance ensuring that families will be further encouraged to attend.
  - To continue to attempt to achieve swift recruitment of vacancies in order to maintain our service levels
  - To continue to monitor compliance of the attendance guidance including continuing to further develop its content where further improvements could be made.
  - Continue to upskill staff to undertake their roles and any new expectations.

### **2.2 *\*The factors likely to hinder improvement:***

- Recruitment across the Local Authority and Health Board has been the greatest challenge to the Programme during 2014/15 and this is expected to continue during 2015/16. Difficulties and delays in the recruitment of Health Visitors, Speech and Language Therapists and Early Language Development staff has been an immense barrier to the progress of the Flying Start Programme in Swansea. These challenges relate to both skill shortages at a National Level in certain professions as well as increasingly long-winded corporate recruitment processes within both organisations.
- A delay in the opening of new childcare settings in part, due to a lengthy registration process with CSSIW and the practicalities of recruiting the Manager and childcare staff. As a result of recruiting into new childcare settings many new appointees may come from existing Childcare settings. As such this will impact on the existing settings’ ability to provide a full childcare service.
- Both above factors will result in delays in launching new areas, inability to run services at full capacity resulting in eligible children not receiving services in a timely manner.
- The impact of expansion on the Programme in terms of movements in, a high proportion of children not receiving a full year offer, movement of staff between settings de-stabilising existing settings/services etc.

### 3. Action Plan

#### 3.1 \*Action Plan – to address the issues identified under *Areas to Develop* and *Factors that Hinder Improvement*

| Action   | Intended Outcome   | Milestone   |
|--|--|---|
| Continue to rollout and develop the Education software (Capita SIMS) to record child's attendance. | This supports settings to monitor patterns of non-attendance ensuring that families will be further encouraged to attend and gives ready access to data. | Getting all new settings on board and training remaining Phase 1 settings.        |
| To continue to attempt to achieve swift recruitment of vacancies.                                  | Maintain service levels.   | More flexible recruitment processes via the Local Authority and the Health Board. |
| Greater success in running the Early Language Development Pathway.                                 | Children are able to receive intervention in a timely manner in order to improve their speech and language skills.                                       | All posts filled  |
| Open remaining settings at Pontarddulais, Plasmarl and Parklands.                                  | Eligible children benefiting from the Service as soon as possible.   | Full rollout in these areas achieved.   |



## **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 2013/14 academic year.

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

- There has been good improvement in achievement and attainment in Swansea 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.

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

| Performance Measure   | Target | Result                 |
|---|--------|------------------------|
| Percentage of pupil attendance in <b>primary</b> schools  | 94.1%  | <b>94.4%<br/>GREEN</b> |
| Percentage of pupil attendance in <b>secondary</b> schools  | 93.3%  | <b>93.3%<br/>GREEN</b> |
| Percentage of pupils who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics. | 56%    | <b>59.1%<br/>GREEN</b> |

Performance in 2014/15 and prospects for improvement are rated on a four-point scale as follows:

| Rate Performance   | Rate Improvement   |
|--|--|
| Grade 1 – Fully Successful (***)<br>Grade 2 – Mainly Successful (**)<br>Grade 3 – Partially Successful (*)<br>Grade 4 – Unsuccessful | Grade 1 – improvement prospects are good, with significant improvements already in place<br>Grade 2 – improvement prospects are good, with no major barriers<br>Grade 3 – some good prospects, but barriers in important areas<br>Grade 4 – many important barriers to improvement |

|  |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>How successful have you been?<br/>(Performance)</b> | <b>Grade 1</b> |                |                |                |                |
|  | <b>Grade 2</b> |                |                | <b>X</b>       |                |
|  | <b>Grade 3</b> |                |                |                |                |
|  | <b>Grade 4</b> |                |                |                |                |
|  |                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b> | <b>Grade 1</b> |

***Prospects for Improvement***

**1. How successful have we been?**

**1.1 What has worked well?**

- Performance is strong. Indicators are improving and most reached their targets.
- Examination results at Key Stage 4 (age 16) were all increased on the previous year, with the Level 2 Threshold Inclusive up by 3.8% to 59.1% (Wales 55.4%).

- Results for teacher assessment in English and Welsh languages at Foundation Phase, Key Stage 2 and Key Stage 3 were more mixed.

| <b>2013-14</b> | <b>Foundation Phase</b> | <b>Key Stage 2</b> | <b>Key Stage 3</b> |
|----------------|-------------------------|--------------------|--------------------|
| <b>English</b> | 85.5%<br>Up 3.9%        | 88.8%<br>Up 1.4%   | 85.1%<br>Up 2.8%   |
| <b>Welsh</b>   | 89.1%<br>Down 0.3%      | 89.5%<br>Down 1.7% | 89.9%<br>Up 2.3%   |

- The new National Reading Test results for Swansea were good.
- Attendance improved well in both primary and secondary schools. Primary Attendance rose to 94.4% (previous year was 93.0%) and the rate of improvement of 1.4% was more than for all Wales (1.1%). Secondary Attendance rose by 1.0% to 93.3% (previous year was 92.3%) which was the same rate of improvement as Wales.

### **1.2 How do we compare with others?**

- Performance at Key Stage 4, age 16, continued to be strong and every indicator was better than 14th place out of 22 authorities in Wales, which is the expected position according to the level of deprivation in Swansea.
- The Level 2 Threshold Inclusive was ranked 7th in Wales and the Wider Points Score was 6th best in Wales.
- In the new National Reading Test results for all pupils in years 2 - 9, Swansea compared very favourably with other Welsh authorities, coming 6th for English and 13th for Welsh.
- Pupil attendance improved well but other authorities also improved at a similar rate. That meant the ranking of Primary Attendance improved only slightly to 18th (in the previous year Swansea was joint last). The ranking of Secondary Attendance fell slightly to 16th which is the expected position according to deprivation factors (the previous year Swansea was 15th).

### **1.3 Areas to develop**

- Foundation Phase performance needs to be strengthened to provide a solid base from which to improve and so that it compares more favourably with the rest of Wales.
- Welsh language performance is already high but it needs to return to year on year improvement.
- For pupil attendance, the rate of improvement in some Primary and Secondary schools needs to increase; this will help to improve Swansea's overall performance.

## 2. Prospects for Improvement?

### 2.1 *Factors likely to support improvement:*

- Performance is already strong at Key Stage 4. There are established improving trends and high performance in almost every indicator. There is a robust culture of improvement to build on and effective partnerships and mechanisms to ensure improvement happens.
- The new national categorisation system will be more consistent in identifying what might be holding back improvement in a school and will highlight good practice to share. 'School to school support' will be developed further so that schools help each other to improve.
- Schools and the Authority are working well together to improve pupil attendance. Schools where improvement needs to speed up will continue to be targeted.

### 2.2 *The factors likely to hinder improvement:*

- Effects of budget / grant reductions on schools/services.
- Effects of welfare changes on pupils' and families' circumstances.
- Meeting the needs of an increasing number of vulnerable learners.

## 3. Action Plan

### 3.1 *\*Action Plan – to address the issues identified under Areas to Develop and Factors that Hinder Improvement*

| Action   | Intended Outcome   | Milestone  |
|--|--|--|
| Improve Foundation Phase performance.  | Foundation Phase Indicator performance improves for Swansea (2013/14: was up by 3.8% to 83.9%, rank 17)  | Challenging Target set to the value of 10th ranking position in 2013/14 = 85.2%  |
| Target schools to resume improvement in Welsh language performance at Foundation Phase and Key Stage 2   | Year on year improvement is restored<br><br>Welsh in Education Strategic Plan / Corporate Improvement Plan targets are met   | Foundation Phase 89.8%<br>Key Stage 2 91.7%  |
| Pupil Attendance: Focus on schools performing in the bottom half of comparison groups, especially if they are in the bottom quarter. Ensure they set challenging targets and have robust plans in place to achieve them. | More schools make the expected rate of improvement and compare well with similar schools in Wales.<br><br>Attendance rates for Swansea continue to improve, with challenging | <b>Primary:</b><br>Increase the percentage of schools in the top half of comparison groups (31% in 2013/14) and reduce the percentage of schools in the bottom quarter of comparison groups (40% in 2013/14) |

|   |   |  |
|---|---|--|
|   | targets set at the value of 10th place in 2013-14.  | <p><b>Secondary:</b><br/>Increase the percentage of schools in the top half of comparison groups (50% in 2013/14).</p> <p>2014/15 Academic Year<br/>Targets: Primary: 94.8%<br/>Secondary: 93.8%</p> |
| Build on the facilitation of school to school support for improvement | An extensive self-improving school system is in place<br>Baseline 2014: 22 Green status schools | Target for 2017: 40 Green status schools   |

## **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

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

| Performance Measure  | Target | Result                 |
|--|--------|------------------------|
| Number of children becoming looked after   | 215    | <b>213<br/>GREEN</b>   |
| Number of children looked after  | 517    | <b>511<br/>GREEN</b>   |
| Rate of entry in Looked after children (per 1000 population 0 -17)   | 3.83   | <b>4.53<br/>RED</b>    |
| Rate of Looked After Children (per 1000 population 0 - 17 years)   | 11.40  | <b>10.86<br/>GREEN</b> |
| Total Number of children in need (open cases) in year  | 4852   | <b>5125<br/>RED</b>    |
| Percentage of children on the Child Protection Register who have been de-registered and then re-registered | 19.1%  | <b>17.9%<br/>GREEN</b> |
| Percentage of children who remain on the Child Protection Register for more than one year                  | 11.4%  | <b>11.4%<br/>GREEN</b> |
| Percentage of children in mainstream foster care who are placed with Foster Swansea                        | 62.3%  | <b>65.2%<br/>GREEN</b> |
| Number of children in residential care   | 53     | <b>44<br/>GREEN</b>    |
| Percentage of children looked after in a family placement  | 90.7%  | <b>90.6%<br/>AMBER</b> |
| The percentage of referrals that are re-referrals within 12 months   | 16%    | <b>16.7%<br/>AMBER</b> |

Performance in 2014/15 and prospects for improvement are rated on a four-point scale as follows:

| Rate Performance                   | Rate Improvement   |
|------------------------------------|--|
| Grade 1 – Fully Successful (***)   | Grade 1 – improvement prospects are good, with significant improvements already in place |
| Grade 2 – Mainly Successful (**)   | Grade 2 – improvement prospects are good, with no major barriers                         |
| Grade 3 – Partially Successful (*) | Grade 3 – some good prospects, but barriers in important areas                           |
| Grade 4 – Unsuccessful             | Grade 4 – many important barriers to improvement   |

*How successful have you been?  
(Performance)*

|                |                |                |                |                |
|----------------|----------------|----------------|----------------|----------------|
| <b>Grade 1</b> |                |                |                |                |
| <b>Grade 2</b> |                |                |                | <b>X</b>       |
| <b>Grade 3</b> |                |                |                |                |
| <b>Grade 4</b> |                |                |                |                |
|                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b> | <b>Grade 1</b> |

***Prospects for Improvement***

**1. How successful have we been?**

**1.1 *What has worked well?***

- Our vision is to achieve the best outcomes for all Swansea’s children in need by doing our work as well as possible, and working alongside our partners in a safe, professional and sustainable way. Child and Family Services are using a ‘Signs of Safety’<sup>3</sup> approach across the whole service to achieve these outcomes, as the key is to support families to address the challenges they face as parents. In order for children and families to achieve their own wellbeing outcomes, there also needs to be better life opportunities, with improved access to family support, employment, housing, leisure and lifelong learning opportunities.
- Swansea is now firmly ‘on the map’ as a UK, if not world-wide, lead authority in the implementation of Signs of Safety, which is making a significant difference in the lives of children and families. City and County of Swansea is involved in providing direct (social services) support to 3471 children in need during 2014/15.

**1.2 *How do we compare with others?***

- Swansea is the only Local Authority in Wales using a Signs of Safety methodology across the whole service to achieve these changes.
- Swansea has successfully reduced the number of children looked after to 511 (down from 539 in 2013/14). Swansea still has one of the higher rates of looked after children in Wales, at 10.86, and a slightly increased rate of entry this year at 4.53 (2013/14 = 4.04). However across the 22 Welsh Local Authorities, there is wide variation in the number of children in care, with some links to population density and child poverty.

---

<sup>3</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



- Children on the protection register in Swansea, current rate is 4.8, close to a Wales average rate of 4.9. Of the 229 children on the Child Protection Register, there are 17.9% of children who are re-registrations (Target = 19.1%), although children who have remained on the Register for more than one year is 11.4%, which is also close to our target of 11%.
- Rate of re-referrals received. There were 1804 referrals received (2013/14 = 1598), of which 301 children were the subject of repeat referrals to social services which is down by 4%. The end of year rate of 16% is the lowest end of year figure to date, and better than the Wales average (22% in 2013/14).
- Children looked after supported in a family placement. 91% of children are placed in families, with just 44 children in residential placements. Of the 282 children placed with foster carers, now over 65% are supported by Foster Swansea locally with now just 35% with independent foster agency carers.

### **1.3 Areas to develop**

- We aim to achieve excellence in social work practice, including assessment and review work, by continuing to improve our practice and to ensure the child is clearly at the centre of our work.
- We have to improve ensure that children in need are helped in a timely effective way, so that the outcomes set for each child are achieved at the earliest opportunity.
- There are now 5 key service priorities, linked to the Corporate Improvement Plan, which aim to ensure the most vulnerable children are well safeguarded, protected, and supported to the best possible outcomes:
  - Refocusing Swansea's Safe LAC (Looked After Children) Reduction strategy
  - Achieving a financially sustainable Child and Family Services
  - Reclaiming social work through the implementation of Signs of Safety
  - Supporting, training and developing our workforce to improve practice skills and to continue their professional development
  - Working across a continuum of need to reduce dependency. This means identifying and helping more families with complex needs, through earlier intervention and prevention work that reduces later demand for a formal social services intervention.

## **2. Prospects for Improvement?**

### **2.1 Factors likely to support improvement:**

- Continue to be effective in safeguarding our most vulnerable children and young people.
- Services to families through a continuum of effective prevention, early Intervention and family support services; as well as a robust front door and locality responses to children in need.

- Availability and choice of placements – continue to improve the quality and value for money of placements for looked after children, to achieve permanence at the earliest opportunity in order to enhance their life chances.
- Workforce development- Invest in our workforce to achieve excellence in practice; through signs of safety approach building the evidence base on the interventions that work and contributing to the new model of children services nationally and regionally.

## **2.2 The factors likely to hinder improvement:**

- Our best contribution to successful outcomes for children, young people and families in Swansea is through achieving excellence in leadership and social work practice. In 2015/16, we also have to address these important changes:
  - To implement the new Social Services and Wellbeing (Wales) Act 2014 by 1st April 2016
  - We will have to achieve an integrated way of working across the whole Council ensuring effective early intervention and prevention works across the whole continuum of family support services so that we support families to tackle problems at an earlier stage.
  - Although we have reduced the overall number of children looked after this year, there still is much work to do to keep children in need out of the formal court and care systems.
  - Ensuring a range of adoption opportunities and choice of placements in particular to 16-17 year old looked after children, for children with complex needs, and those looked after children at most risk.
  - Meeting additional workforce development requirements of CPeL, and the New Act, as well as making sure that skilled and experienced social workers are recruited and retained.
  - Continue to improve the effectiveness and governance of local and regional safeguarding of our most vulnerable children and young people.
  - Deliver on 3 year budget strategy; by targeting prevention, through effective commissioning and by achieving targets within Safe LAC Reduction strategy.

## **3. Action Plan**

### **3.1 \*Action Plan – to address the issues identified under *Areas to Develop* and *Factors that Hinder Improvement***

| <b>Action</b>  | <b>Intended Outcome</b>   | <b>Milestone</b>   |
|--|---|--|
| Continue to safely reduce the number of looked after children in Swansea                     | Fewer children entering into care next year compared to previous year | Number of looked after children at end of period:<br>Target = 500 children |
| Develop a continuum of effective prevention, early Intervention and family support services; | Improve outcomes for children in need                                 | Percentage of reviews carried out in timescale (SCC/045):<br>Target = 90%  |

| <b>Action</b>  | <b>Intended Outcome</b>   | <b>Milestone</b>  |
|--|---|---|
| Robust front door and locality response to children in need  | Child in Need achieving outcomes (e.g. safety goals, wellbeing) at earliest stage | Reduction in number of front door events / repeat referrals: Target = 16%<br>Fewer children in need during year |
| Effectively safeguarding Swansea's most vulnerable children  | Clear multi agency understanding of needs of child                                | Timeliness and quality of core assessments completed (SCC/042a,b)<br>Rate of children on protection register    |
| Continuing development of workforce, excellence in practice skills and retention of quality social workers to improve outcomes for children and families | Continue to drive up standards of practice using signs of safety in all areas     | Number of active practice leads (SoS)<br>Staff social worker vacancies at year end                              |

## **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>4</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, worklessness, 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**

- 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.
- 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 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.

---

<sup>4</sup> Swansea Local Service Board (2014) *One Swansea Strategic Needs Assessment*

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

| Performance Measure  | Target | Result                     |
|--|--------|----------------------------|
| The percentage of all applicants and 3rd parties satisfied or very satisfied with the Planning application service   | 93%    | <b>79.4%</b><br><b>RED</b> |
| The percentage of all major and minor Planning applications with an economic imperative that are approved            | 88%    | <b>83.5%</b><br><b>RED</b> |
| Increase in the number of projects with social benefit clauses & <i>Beyond Bricks and Mortar</i> in their contracts. | 18     | <b>19</b><br><b>GREEN</b>  |
| The number of people entering employment as a result of participation in the <i>Workways</i> project                 | N/a    | N/a <sup>5</sup>           |

Performance in 2014/15 and prospects for improvement are rated on a four-point scale as follows:

| Rate Performance                   | Rate Improvement   |
|------------------------------------|--|
| Grade 1 – Fully Successful (***)   | Grade 1 – improvement prospects are good, with significant improvements already in place |
| Grade 2 – Mainly Successful (**)   | Grade 2 – improvement prospects are good, with no major barriers                         |
| Grade 3 – Partially Successful (*) | Grade 3 – some good prospects, but barriers in important areas                           |
| Grade 4 – Unsuccessful             | Grade 4 – many important barriers to improvement   |

|  |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>How successful have you been?<br/>(Performance)</b> | <b>Grade 1</b> |                |                |                |                |
|  | <b>Grade 2</b> |                |                | <b>X</b>       |                |
|  | <b>Grade 3</b> |                |                |                |                |
|  | <b>Grade 4</b> |                |                |                |                |
|  |                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b> | <b>Grade 1</b> |

***Prospects for Improvement***

<sup>5</sup> *Workways* activity ended in October 2014 and the project finally closed in December 2014.

## 1. How successful have we been?

### 1.1 What has worked well?

#### *Beyond Bricks & Mortar*

- Departments are positive and engaged about social benefit clauses by developing more proactive processes, which fit seamlessly into their day-to-day working practices without involving any additional work.
- Introduction of mentors who help remove employment barriers for the public to help them into work.

#### *Planning*

- Realigned business processes to promote applicant/agent engagement at an early stage in the Planning process.
- Reconfigured workflow practices in the Planning service in order to improve efficiency and effectiveness.
- Restructured Planning teams allowing for flexible working across work streams to cater for peaks and seasonal workloads.
- Improved access to online information and advice from the Planning service for applicants and 3rd party agents.

### 1.2 How do we compare with others?

#### *Planning*

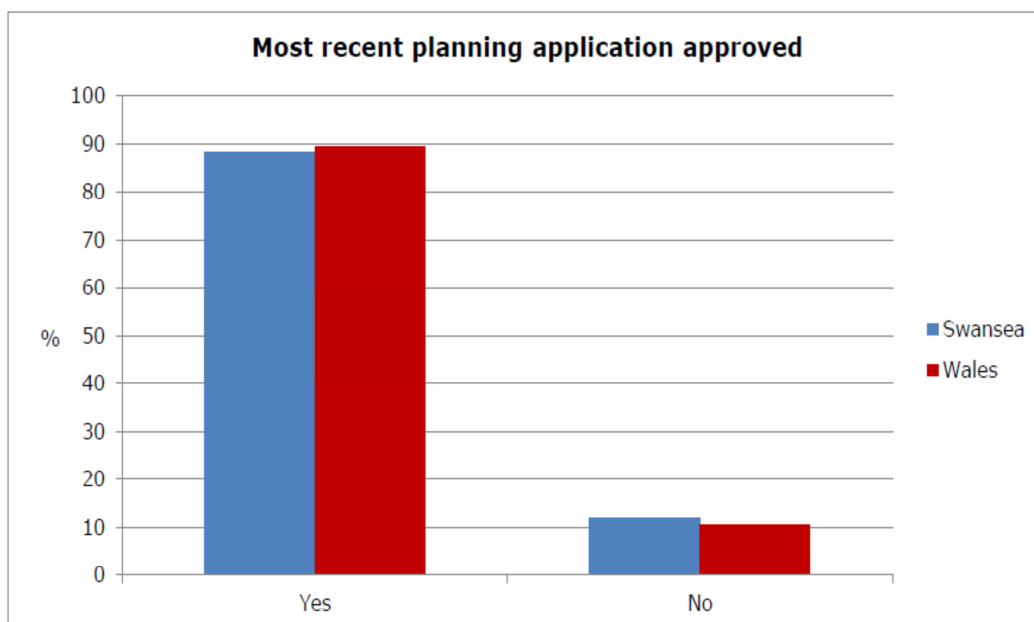
- Data on the *percentage of all applicants and 3rd parties satisfied or very satisfied with the Planning application service and the percentage of all major and minor applications with an economic imperative that are approved*, are not available nationally. However the following tables have been taken from the Planning Officers Society Wales survey April 14 to March 15 summary reports.
- Swansea is currently below the Welsh average for all applications, including decisions – see table below :

#### **Application approval rate**

Respondents were asked if their most recent planning application had been approved.

Across Wales, 89% of respondents had their most recent planning application approved.

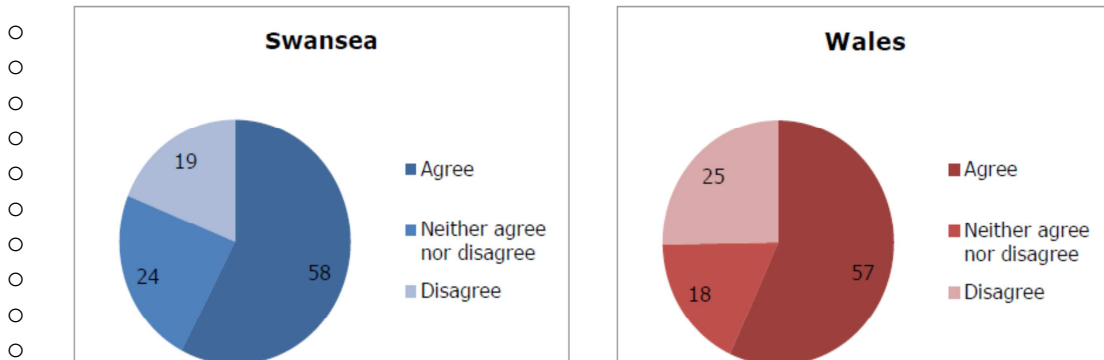
In Swansea, 88% of respondents had their most recent planning application approved.



- Swansea is above average in Wales for help, advice and guidance on the Planning process - see table below :

○

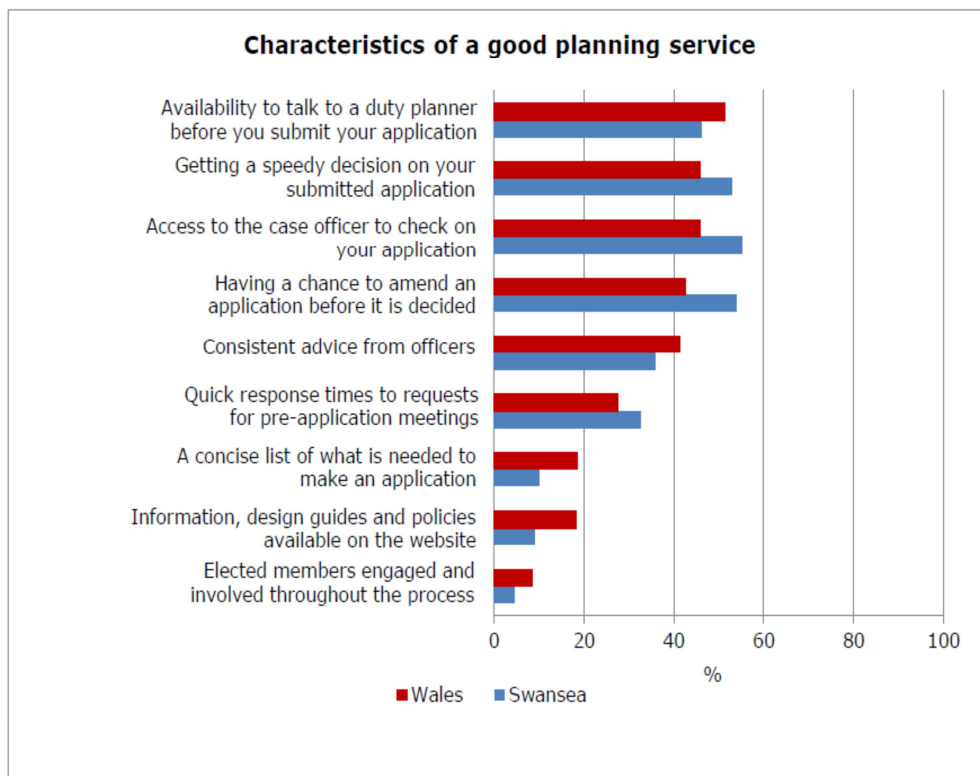
**The LPA gave good advice to help you make a successful application**



- 
- 
- 
- 
- 
- 
- 
- 

**Characteristics of a good service**

Respondents were presented with a list of characteristics of a good planning service, and were asked to select three characteristics that they thought would most help them achieve successful developments. The chart below shows how often each characteristic was selected as a percentage of the total number of selections.



- There are no direct comparisons with the rest of Wales regarding *Beyond Bricks and Mortar*, which is currently the only service of its kind in Wales. The methodology has however been shared with other local authorities and Social Housing Landlords e.g. Pembrokeshire County Council; Family Housing Association.

### 1.3 \*Areas to develop

#### *Beyond Bricks & Mortar*

- To continue to work with departments to include social benefit clauses in goods/services contracts.
- Work with universities and other public sector bodies to include social benefit clauses e.g. social care agencies.
- Work in partnership with worklessness organisations to help more unemployed back into work.

#### *Planning*

- Encourage parties to use pre-application Planning advice and guidance for the Planning service in order to improve the quality of Planning applications.
- Continue to review/refine Planning application and enforcement processes.

## 2. Prospects for Improvement?

### 2.1 Factors likely to support improvement:

#### *Beyond Bricks & Mortar*

- Identifying contracts other than build contracts for the inclusion of social benefit clauses.
- Linking to Value Wales<sup>6</sup> to promote social benefit clauses.
- Implement partnership arrangements with the social care sector to promote the use of social benefit clauses in contracts.

#### *Planning*

- New committee structure and Scheme of Delegation will help the Planning decision process.
- The Wales Planning Bill<sup>7</sup> supports the pre-application process.
- Continuing to refine working practices and processes in the Planning service.

### 2.2 \*The factors that are likely to hinder improvement are set out below:

- Significant changes to Government training and employment schemes with funding streams being reduced/stopped. I.T. infrastructure and procurement of systems.

#### *Beyond Bricks & Mortar*

- Changes in procurement guidance and centralisation of procurement functions across Wales – the National Procurement Service.
- Departmental budget reductions – staff reductions and increases in work volume.

#### *Planning*

- Fee charging for the pre-application service in the Planning process may deter usage of pre-application advice.
- The introduction of proposals in the Wales Planning Bill will have short to medium term resource implications.
- Nationally Significant Infrastructure Projects and associated applications will have to be delivered from within existing resources.

---

<sup>6</sup> Value Wales seeks to drive best practice in procurement across the Welsh public sector.

<sup>7</sup> Welsh Government have introduced the Planning (Wales) Bill to improve the planning system in Wales



### 3. Action Plan

#### 3.1 \*Action Plan – to address the issues identified under *Areas to Develop* and *Factors that Hinder Improvement*

| Action   | Intended Outcome  | Milestone  |
|--|---|--|
| <b>Beyond Bricks &amp; Mortar</b>  |   |  |
| Work with procurement to identify further good/services contracts in council departments         | Increase contracts with Social benefit clauses - internally                     | <ul style="list-style-type: none"> <li>19 projects have social benefit clauses &amp; Beyond Bricks and Mortar in their contracts in 2015/16.</li> </ul>  |
| Work with other public sector bodies to increase number of contracts with social benefit clauses | Increase contract with Social benefit clauses – other public bodies             |  |
| <b>Planning</b>  |   |  |
| Promote pre-application advice service   | Improve quality of applications submissions – increased satisfaction from users | <ul style="list-style-type: none"> <li>Between 90% to 93% of all applicants satisfied or very satisfied with the Planning application service in 2015/16</li> <li>Between 80% and 85% of all major and minor applications with an economic imperative are approved in 2015/16;</li> <li>Income from fees.</li> </ul> |
| Refine application processes   | Quicker decision making with positive outcomes                                  |  |
| Introduce changes derived from Wales Planning Bill   | More efficient and effective planning service.                                  |  |
| Capitalise on revised Committee structure & delegation through improved training & communication | Improved and better informed decision making                                    | <ul style="list-style-type: none"> <li>Between 80% and 85% of all major and minor applications with an economic imperative are approved in 2015/16.</li> </ul>   |

## **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. 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**

- There has been an 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.

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

| Performance Measure   | Target | Result                  |
|---|--------|-------------------------|
| The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months                       | 38%    | <b>52.8%<br/>GREEN</b>  |
| The percentage of eviction warrants for rent arrears raised against Council tenants suspended due to support and financial assistance | 65%    | <b>68.66%<br/>GREEN</b> |
| The number of council tenants joining the Credit Union.   | 150    | <b>133<br/>RED</b>      |
| The number of staff / workers trained in Welfare Rights / Benefits advice appropriate to their role                                   | 500    | <b>688<br/>GREEN</b>    |
| The number of Council staff making saving contributions to the Credit Union through payroll deduction                                 | 150    | <b>177<br/>GREEN</b>    |

Performance in 2014/15 and prospects for improvement are rated on a four-point scale as follows:

| Rate Performance   | Rate Improvement   |
|--|--|
| Grade 1 – Fully Successful (***)<br>Grade 2 – Mainly Successful (**)<br>Grade 3 – Partially Successful (*)<br>Grade 4 – Unsuccessful | Grade 1 – improvement prospects are good, with significant improvements already in place<br>Grade 2 – improvement prospects are good, with no major barriers<br>Grade 3 – some good prospects, but barriers in important areas<br>Grade 4 – many important barriers to improvement |

**How successful have you been?  
(Performance)**

|                |                |                |                |                |
|----------------|----------------|----------------|----------------|----------------|
| <b>Grade 1</b> |                |                |                |                |
| <b>Grade 2</b> |                | <b>X</b>       |                |                |
| <b>Grade 3</b> |                |                |                |                |
| <b>Grade 4</b> |                |                |                |                |
|                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b> | <b>Grade 1</b> |

***Prospects for Improvement***

## 1. How successful have we been?

### 1.1 What has worked well?

#### Poverty

- Supported Swansea Credit Union (LASA) to make amendments to its recording system and implemented an improved process
- Improved data capture has improved accuracy and quality of information
- Funded a business review of LASA to identify areas where business performance could be strengthened.

#### Eviction Warrants

- Specialist Rents Team provided advice and support to tenants experiencing financial difficulties with rent arrears to help prevent evictions.
- Role of Financial Inclusion Officer had a positive impact on service.
- Tenancy Support Unit provided support to tenants to help them manage their accommodation and finances.

#### Homelessness

- Early intervention with clients to prevent homelessness has had a positive impact on performance which has improved year on year.

#### Credit Union

- The payment of the Credit Union joining fee has had a positive impact for tenants and the Credit Union.
- The Housing Service has encouraged and supported tenants to join through positive promotional activities e.g. Open House and directly to people signing for a new tenancy; this has led to numbers increasing to 133 in 2014/15

### 1.2 How do we compare with others?

#### Poverty

- The table below shows comparisons on the numbers of staff saving via Payroll deduction **only** for 2014/15.

|   |            |
|---|------------|
| North Wales                             | 854        |
| Bridgend                                | 114        |
| Red Kite (Powys)                        | 13         |
| West Wales ( Carmarthen and Ceredigion) | 22         |
| <b>Swansea</b>                          | <b>110</b> |

- Swansea Council staff making saving contributions to the Credit Union through payroll deduction, direct debit and other means is 177 for 2014/15.

#### Eviction Warrants

- There are no national comparisons available; however for 2014/15, 68.86% of warrants were suspended due to the provision of support and financial assistance. Performance has reduced since 2013/14 when results were 77.13% which is due to less warrants being suspended due to increasing arrears in specific cases.

### Homelessness

- National comparisons are available for the prevention of homelessness - which is shown in the table below for 2013/14. Our current performance for 2014/15 is 52.8%. However following implementation of the new homelessness legislation in April 2015 performance measures are changing. In the past it has been widely accepted by all Local Authorities in Wales and the Local Government Data Unit that data has been interpreted in different ways across Wales and comparison of performance between Authorities has been difficult for this reason.

The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

|                   | PI          |
|-------------------|-------------|
| Merthyr Tydfil    | 97.5        |
| Carmarthenshire   | 96.5        |
| Neath Port Talbot | 95.2        |
| Conwy             | 94.1        |
| Rhondda Cynon Taf | 93.7        |
| Denbighshire      | 93.0        |
| Caerphilly        | 90.7        |
| Ceredigion        | 89.6        |
| Isle of Anglesey  | 88.2        |
| Pembrokeshire     | 86.4        |
| Torfaen           | 85.3        |
| Flintshire        | 84.9        |
| Wrexham           | 81.6        |
| Vale of Glamorgan | 79.5        |
| Powys             | 77.5        |
| Bridgend          | 61.5        |
| Newport           | 57.4        |
| <b>Swansea</b>    | <b>53.6</b> |
| Cardiff           | 49.5        |
| Gwynedd           | 42.2        |
| Blaenau Gwent     | 25.7        |
| Monmouthshire     | 24.2        |
| <b>Wales</b>      | <b>66.4</b> |

### Credit Union

- There are no national comparisons available; however for 2014/15 we achieved a cumulative total of 133 council tenants joining the Credit Union against a result of 89 in 2013/14.

### 1.3 \*Areas to develop

#### Poverty

- Need to develop and promote process for staff to participate in the Credit Union.

### *Eviction Warrants*

- The Finance Inclusion Officer and the Tenancy Support Unit need to build on the work that has already taken place and further develop personal budgeting support information. This is particularly important in relation to the impact of Universal Credit.

### *Homelessness*

- There is a need to develop a new private rented sector team to help increase the supply of good quality private rented housing.
- The impact of the new Homelessness legislation needs to be assessed.
- Investigate the lack of supported housing vacancies and provision of suitable accommodation for single persons.

### *Credit Union*

- Continue to promote the positive aspects of being a member of a Credit Union to tenants and emphasise the Council's commitment to paying the membership fees.
- Explore the differing options and alternatives that are available to support tenants e.g. Bank/Building Society accounts.

## **2. Prospects for Improvement?**

### **2.1 Factors likely to support improvement:**

#### *Poverty*

- Continued grant funding for 2015/16 to the Credit Union through the Change Fund and an annual review for effectiveness.

#### *Eviction Warrants*

- Continuing the proactive support and advice offered to tenants from the Rents Team, Tenancy Support Unit, District Housing Offices and the Financial Inclusion Officer.

#### *Homelessness*

- Utilise availability of Welsh Government Traditional & Prevention Fund in 2015-16.
- Build closer links with Supporting People. A new tenancy support post has been funded through the transitional funding which will be dedicated to working with the Private Rented Sector Access Team.

#### *Credit Union*

- Helping to build the capacity of the Credit Union by continuing to support tenants to join e.g. by continued promotion and the payment of the Credit Union membership fees.

### **2.2 \*The factors that are likely to hinder improvement are set out below:**

#### *Poverty*

- The cost of providing payroll deductions from staff to the Credit Union.
- Government policy on Banking alternatives offer – Government are encouraging banks to offer a lower entry sign-on facility to ensure vulnerable people have access to banking facilities.

#### *Eviction Warrants*

- Legislative changes to the welfare system are likely to cause increased financial hardship for tenants e.g. the impact of changes on Working Tax Credits; freezing

benefit rates, removal of single room subsidy, reduction in benefit cap and roll out of Universal Credit.

- As tenants' finances are further squeezed the ability to pay rent and arrears will become harder. It is anticipated that this will lead to an increase in warrant applications which are less likely to be suspended if no satisfactory agreement can be made and debt advice and support fails.

#### *Homelessness*

- Uncertainty of continuing funding for Supporting People will impact on service provision.
- The ongoing challenges with the lack of availability of suitable affordable housing.
- Rising demand for homelessness services due to external factors such as the economic climate.

#### *Credit Union*

- Transaction fees and account running costs levied by the Credit Union may make the Credit Union a less attractive option.

### **3. Action Plan**

#### **3.1 \*Action Plan – to address the issues identified under *Areas to Develop* and *Factors that Hinder Improvement***

| <b>Action</b>  | <b>Intended Outcome</b>  | <b>Milestone</b>   |
|--|--|--|
| <b>Poverty</b> <ul style="list-style-type: none"> <li>• Regular promotion of Credit Union to staff via Staffnet</li> <li>• Monitor Government policy on introduction of other viable options for banking facilities</li> </ul>   | <ul style="list-style-type: none"> <li>• Increase numbers involved in saving</li> <li>• Vulnerable people will have a choice in available banking facilities.</li> </ul>               | <ul style="list-style-type: none"> <li>• Provide financial support for LASA in 2015/16 via the Change Fund</li> <li>• Monitor progress on government policy and raise awareness of alternatives</li> </ul> |
| <b>Eviction Warrants</b> <ul style="list-style-type: none"> <li>• Improve/continue to support tenants in money management advice</li> <li>• The role of the Financial Inclusion Officer to be developed in line with the phasing in of Universal Credit (UC) in Swansea</li> </ul> | <ul style="list-style-type: none"> <li>• To reduce the risk of eviction</li> <li>• To provide the necessary advice/support and point of contact for tenants and Job Centres</li> </ul> | <ul style="list-style-type: none"> <li>• Case monitoring on a monthly basis</li> <li>• Training has taken place. Review progress/cases on a monthly basis</li> </ul>                                       |

| <b>Action</b>  | <b>Intended Outcome</b>   | <b>Milestone</b>   |
|--|---|--|
| <p>Homelessness</p> <ul style="list-style-type: none"> <li>• Utilise WG transitional funding for 15/16 to develop a new Private Rented Sector Team (PRS), based in Housing Options</li> <li>• Utilise the Welsh Government prevention fund in 15/16 To use as an option to provide medium to long term solutions for households who are homeless / threatened with homelessness</li> </ul> | <ul style="list-style-type: none"> <li>• To increase the supply of good quality private rented housing</li> <li>• To ensure we have been able to meet our legislative requirements and increase our options in accessing properties in the private rented sector</li> </ul> | <ul style="list-style-type: none"> <li>• PRS team are now operational and scheduled to move into Housing Options in October 2015</li> <li>• ‘Let only’ and ‘fully managed’ services available as part of Private Rented Sector Access team landlord ‘offer’ by March 2016</li> </ul> |
| <p>Credit Union</p> <ul style="list-style-type: none"> <li>• Develop a Rents Strategy in consultation with stakeholders in light of changes introduced under Welfare Reform, Welsh Government rent reform and the implementation of Universal Credit</li> </ul>  | <ul style="list-style-type: none"> <li>• To raise tenant awareness and ensure the right support mechanisms are put in place.</li> </ul>   | <ul style="list-style-type: none"> <li>• Strategy in place by March 2016</li> </ul>  |



## **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>8</sup>:**

- Swansea's population now stands at 240,300 (mid-2013) and has experienced twelve consecutive years of growth since 2001. The number of households in Swansea increased by around 9,000 (+9%) between 2003 and 2013, with the largest growth in single-person Households.

#### **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.

---

<sup>8</sup> Swansea Local Service Board (2014) *One Swansea Strategic Needs Assessment*

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

| Performance Measure   | Target           | Result                 |
|---|------------------|------------------------|
| The number of new affordable housing units provided                               | 946 <sup>9</sup> | <b>46<br/>RED</b>      |
| The number of void (empty) Council homes  | 235              | <b>239<br/>AMBER</b>   |
| The percentage of tenants staying in their Council tenancy for more than 2 years. | 78%              | <b>78.4%<br/>GREEN</b> |

Performance in 2014/15 and prospects for improvement are rated on a four-point scale as follows:

| Rate Performance   | Rate Improvement   |
|--|--|
| Grade 1 – Fully Successful (***)<br>Grade 2 – Mainly Successful (**)<br>Grade 3 – Partially Successful (*)<br>Grade 4 – Unsuccessful | Grade 1 – improvement prospects are good, with significant improvements already in place<br>Grade 2 – improvement prospects are good, with no major barriers<br>Grade 3 – some good prospects, but barriers in important areas<br>Grade 4 – many important barriers to improvement |

|   |                |                |                |                |                |
|---|----------------|----------------|----------------|----------------|----------------|
| <b>How successful have we been?<br/>(Performance)</b> | <b>Grade 1</b> |                |                |                |                |
|   | <b>Grade 2</b> |                | <b>X</b>       |                |                |
|   | <b>Grade 3</b> |                |                |                |                |
|   | <b>Grade 4</b> |                |                |                |                |
|   |                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b> | <b>Grade 1</b> |

***Prospects for Improvement***

<sup>9</sup> The target relates to the number of new affordable housing units that are needed

## **1. How successful have we been?**

### **1.1 What has worked well?**

#### *Affordable housing units*

- The full monies from the Social Housing Grant (£3.85m) and the smaller properties grant (£1.7m) were spent to provide additional affordable housing units.

#### *Number of voids*<sup>10</sup>

- The introduction of the Council's Rapid Response team and the 'Clear Out' team has helped to reduce the re-let times of Council homes with a total of 94 dealt with during the year.
- The further integration of staff from the Council's Corporate Building & Property Services and Homes Preparation Unit has helped to reduce back office duplication. A new 'voids tracker' monitoring system has also been introduced to keep track of empty Council homes.

#### *Sustaining Council tenancies*

- The work undertaken by the Council's Tenancy Support Unit, Financial Inclusion Officer and Rents team has helped more tenants to remain within their Council properties.

### **1.2 How do we compare with others?**

National comparative data is not available on the following as these are internal indicators with no performance data published against which to benchmark. However, the following compares the current result with the previous year's result

#### *Affordable Housing Units*

- A total of 45 affordable housing units were delivered in 2014/15, which was a reduction on 2013/14 when 220 units were delivered.

#### *Number of voids*

- There were 239 voids in 2014/15, which was a slight reduction on 220 in 2013/14.

#### *Sustaining Council tenancies*

- 78.42% tenants stayed in their Council tenancy for more than 2 years in 2014/15, which was a slight increase on 76.69% in 2013/14.

### **1.3 \*Areas to develop**

#### *Affordable Housing Units*

- To develop new sources of affordable accommodation via partnership arrangements with Registered Social Landlords.
- Continue to maximise Social Housing Grant investment levels into the City & County of Swansea to enable the development of more affordable housing.

#### *Number of voids*

- Improve the marketing of low demand properties by using Facebook. Swansea.housing website and photographing of properties.

---

<sup>10</sup> 'Voids' are untenanted Council homes.

- Partially integrate the Tend & Mend cutting scheme with voids garden cutting.

#### *Sustaining Council tenancies*

- Roll out the Restorative Practice<sup>11</sup> agenda.
- Develop the role of the Financial Inclusion Officer in line with the phased introduction of Universal Credit.
- Embed the Domestic Abuse Policy as a core component of the work to combat anti-social behaviour.

## **2. Prospects for Improvement?**

### **2.1 Factors likely to support improvement:**

#### *Affordable Housing Units*

- On-going research into new models of financing the delivery of affordable housing.
- Meetings with stakeholders to ensure that the maximum number of affordable units is delivered and the allocation is spent.

#### *Number of voids*

- Continued progress towards meeting the Welsh Housing Quality Standard.

#### *Sustaining Council tenancies*

- Continued improvements towards the commitments contained within the Welsh Housing Management standard for dealing with anti-social behaviour.

### **2.2 \*The factors that are likely to hinder improvement are set out below:**

#### *Affordable Housing Units*

- Less housing is being delivered through s106 agreements due to market conditions.
- Reduction in Social Housing Grant has affected development.

#### *Number of voids*

- Housing market conditions, e.g. the cost and availability of private renting may influence tenants to leave to move into this sector leading to more voids.

#### *Sustaining Council tenancies*

- The continued effects of welfare reform may affect a person's financial ability to sustain a tenancy.

## **3. Action Plan**

### **3.1 \*Action Plan – to address the issues identified under *Areas to Develop* and *Factors that Hinder Improvement***

| <b>Action</b>   | <b>Intended Outcome</b>   | <b>Milestone/measures</b>                                 |
|---|---|---|
| Monitor the current funding streams and mechanisms that enable the provision of affordable housing. | To maximise the number of units that can be delivered through Social Housing Grant and other means. | Quarterly programme spend monitoring by Welsh Government. |

<sup>11</sup> Restorative Practice is an approach that gives families the tools to resolve problems and conflicts themselves.

| <b>Action</b>   | <b>Intended Outcome</b>   | <b>Milestone/measures</b>  |
|---|---|--|
| Further research undertaken into new models of delivery through different funding models  | Alternative ways to deliver schemes with no or reduced Social Housing Grant.  | Findings will input into development of new build strategy   |
| Develop a new build strategy and new build programme  | To increase the supply of council housing and other affordable housing.   | Delivery of the strategy by December 2015<br>More Homes building Programme in place by 2017  |
| <u>Number of voids</u><br>Improve marketing of low demand voids by making use of Facebook, website and photographing properties<br><br>Partially integrate the Tend & Mend cutting scheme with voids garden cutting   | Reduce the number of voids and help reduce re-let times<br><br>To make more efficient use of resources  | Weekly advertising<br><br>Quarterly analysis<br>Voids target for 15/16 is 235<br><br>Scheme is in place.<br>Monthly monitoring of number of gardens cut in void properties                         |
| <u>Council tenancy</u><br>Roll out the Restorative Practice (RP) agenda<br><br>Develop the role of the Financial Inclusion Officer in line with the phasing of Universal Credit<br><br>Embed the Domestic Abuse Policy as part of core element to combat anti-social behaviour. | All relevant staff are trained.<br>Maximise the number of cases that receive the RP process<br><br>To ensure that tenants are able to sustain their tenancies by providing the right advice and support<br><br>To sustain tenancies, ensure the rights of victims are met and to reduce the amount of anti-social behaviour | Staff training took place April 2015. Cases reviewed on a six weekly cycle<br><br>Monthly monitoring following the introduction of Universal Credit in Swansea<br><br>Monthly monitoring via ReACT |

## **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>12</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 (59%) is reported to be overweight or obese, which has increased by 7 percentage points since 2003/04. In Swansea only 33% of people are eating the recommended daily quantity of fruit and vegetables.

**3. Physical activity:**

- Figures for 2012/13 indicate that the percentage of adults achieving the recommended levels of physical activity in Swansea (27%) remains behind the Wales average (29%) and is one of the bottom three 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.
- The 5x60 programme aims to increase the number of secondary age pupils taking part in sport or physical activity for 60 minutes, at least 5 times a week.
- 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 percentage of school pupils who take up a free school lunch will assist learning and help secure pupils future well-being.

---

<sup>12</sup> Swansea Local Service Board (2014) *One Swansea Strategic Needs Assessment*

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

| Performance Measure  | Target | Result                  |
|--|--------|-------------------------|
| Percentage of 11-16 year old attending 20 or more extracurricular physical or sporting activities during school year                                       | 10%    | <b>10.39%<br/>GREEN</b> |
| Percentage of year 6 school children (11 years old) involved in the schools learn to swim programme who can swim   | 91%    | <b>82%<br/>RED</b>      |
| The number of GP Referrals still engaging in physical activity after 12 months and indicating their health has improved.                                   | 60%    | <b>69.79%<br/>GREEN</b> |
| The number of sites used by the community to grow and produce food (Allotment sites/growing spaces)  | 40     | <b>43<br/>GREEN</b>     |
| Percentage of pupils identified in the Pupil Level Annual School Census who take up free school lunch – <b>primary and secondary Schools</b> <sup>13</sup> | N/a    | N/a                     |

Performance in 2014/15 and prospects for improvement are rated on a four-point scale as follows:

| Rate Performance   | Rate Improvement   |
|--|--|
| Grade 1 – Fully Successful (***)<br>Grade 2 – Mainly Successful (**)<br>Grade 3 – Partially Successful (*)<br>Grade 4 – Unsuccessful | Grade 1 – improvement prospects are good, with significant improvements already in place<br>Grade 2 – improvement prospects are good, with no major barriers<br>Grade 3 – some good prospects, but barriers in important areas<br>Grade 4 – many important barriers to improvement |

**How successful have we been?  
(Performance)**

|                |                |                |                |                |
|----------------|----------------|----------------|----------------|----------------|
| <b>Grade 1</b> |                |                |                |                |
| <b>Grade 2</b> |                | <b>X</b>       |                |                |
| <b>Grade 3</b> |                |                |                |                |
| <b>Grade 4</b> |                |                |                |                |
|                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b> | <b>Grade 1</b> |

**Prospects for Improvement**

<sup>13</sup> Data unavailable IN 2014/15.

## 1. How successful have we been?

### 1.1 *What has worked well?*

#### *Growing Spaces*

- The provision of a Grow Local Fund has seen 15 new growing spaces created this year.
- Publication and distribution of 2000 copies of *Swansea Our Growing Community* and the launch of a Swansea Community Growing Network in September 2014 to promote growing local food.

#### *School Meals*

- Breakfast provision within schools is still doing well with all primary schools serving breakfast except one.
- All Comprehensive schools except for Ysgol Gyfun Gwyr has had biometric cashless tills installed so that it is not obvious which pupils receive free school meals; the systems are working well. E-payment systems are being gradually established in each school, which will make payment much easier for parents who can pay direct into their child's account; this has proved a huge success at Bishopston Comprehensive. It is too early to assess whether there is a permanent increase in the uptake of school meals until there has been a full trading year.
- School meals did increase to £2.10 in September 2014 and to date there has not been a negative impact on uptake.

#### *Active Young People, Swimming & GP referral Scheme*

- The 2013/14 academic year was one of the strongest performing years for the 5x60 since the monitoring of the programme began.
- The Sport Wales School Sport Survey results issued in October 2013 identified sport participation trends and supported planning of the 5x60 programme during the 2013 academic year.
- The target for 2014/15 Academic year (2015/16) will be reported in August 2015 and it has exceeded the target at 12.87%.
- Nationally, it is recognised that there is less participation by girls in sport and physical activity than boys. Locally, within the 5x60 programme during 2013/14 academic year there was minimal difference between boys and girls participation in regular (x20 sessions) 5x60 activities. 5x60 reported 10.48% and 10.37% of boys and girls respectively attending 20 or more sessions throughout the academic year.
- Strong partnerships have been developed within area networks under the new structure that have helped deliver the programme (for example, this includes sports clubs, schools, youth service and community first).
- Swansea Street sports project has had a successful year engaging hard to reach young people in sport and physical activity across Swansea. There are currently 6 sessions running each week regularly attracting over 120 young people. Engagement events have attracted a further 500 young people.



- Providing more opportunities for children to swim and to spend longer swimming, qualified swimming teachers and the support and encouragement of schools all have a positive impact on children learning to swim by age 11.
- Work to encourage BME and difficult to reach groups to swim has started to realise increased swimming performance; the 2015/16 Target of 85%, (reporting 14/15 school year performance) has exceeded the target (85.5%).
- There is a clear focus on ensuring that people coming out of the GP exercise referral scheme become regular members of Active Swansea scheme either by becoming Pay & Play or direct debit members.
- GP Referral staff have been trained in a number of key areas/specialisms to provide as wide a range of opportunities to the greatest number of clients as possible.

## **1.2 How do we compare with others?**

National comparative data is not available for Growing Spaces and School meals during 2014/15. However, the following compares the current result with the previous year's result

### *Growing Spaces*

- No direct national comparison as the Grow Local fund and growing guidance is the only one of its kind in Wales. Our local year on year improvement can be shown i.e. increased from 28 in 2013/14 to 43 in 2014/15

### *School Meals*

- Due to the lack of updated free meal uptake figures the Council is unable to compare with other authorities but prior to this uptake has always been similar.
- School meal prices are comparable to other Authorities.

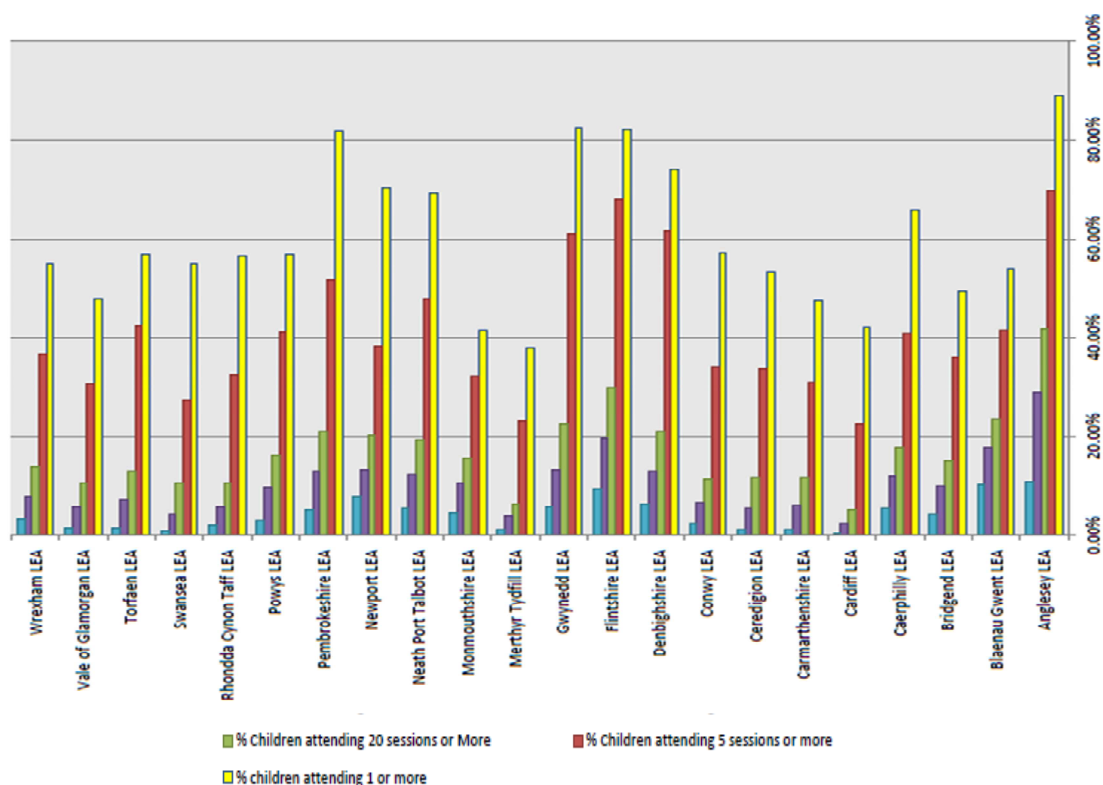
### *Active Young People*

- Sport Wales produce annual 5x60 statistics, which enables us to make comparisons with other Councils in Wales. In comparison with other Metropolitan local authorities such as Cardiff, Wrexham, Newport, and Vale of Glamorgan we report close results, with 5.16% 13.75%, 20.16% and 10.44% of 11-16 year olds attending 20 or more extra-curricular physical activities during the 2013/14 school year respectively. The Welsh average for x20 is 15.27%. Please see table on the next page comparing local authorities across Wales.

### *Swimming & GP referral Scheme*

- There is currently no comparison data for under 11 Swimming or GP referral data across Wales for 2014/15; for swimming, the City & County of Swansea has consistently out-performed other Welsh metropolitan authorities over recent years

## 5x60 Retention Rates 2013-14



### 1.3 \*Areas to develop

#### Growing Spaces

- Continue to administer the Grow Local Fund with reduced resource.
- Provide support for Swansea Community Growing Network to develop its capacity by providing administrative and financial support via a grant from the Grow Local Fund.

#### School Meals

- Work will be undertaken in comprehensive schools in the new term using taster days promoting new recipes compliant with appetite for life guidelines from Welsh Government, creating an interest to help entice children to eat school meals.
- The Council needs to work with schools to look at different and innovative ways of providing breakfast with reduced Council funding to enable us to continue the much valued breakfast provision.

#### Active Young People, Swimming & GP referral Scheme

- Girls are harder to engage in regular sport and physical activity and represent an on-going significant challenge to the Active Young People team. Even though the 5x60 programme did see an increase in regular participation in 2013/14 it is important that the momentum is maintained and continues to be an area of development.
- Workforce - competent and qualified volunteers are now able to lead on the delivery of projects. The recruitment of volunteers is now a priority across all Active Young People projects.

- To support local sports clubs by attracting new members, access to funding and workforce development.
- To increase participation from schools with a high proportion of BME pupils and other hard to reach groups in Swimming.
- To increase community-based provision as part of the GP Referral scheme and to provide a greater number of exit route opportunities, e.g. golf, walking, football.

## **2. Prospects for Improvement?**

### **2.1 Factors likely to support improvement:**

#### *Growing Spaces*

- The Swansea Community Growing Network becoming more self-sustaining.

#### *School Meals*

- The installation of biometrics and e-payments in secondary schools could help support improvement in uptake; since the money is on their school meals account, children cannot spend their dinner money on the way into, or on the way home from, school.

#### *Active Young People, Swimming & GP referral Scheme*

- *Us Girls* is a StreetGames initiative to be launched in Swansea to get 14-25 year old females more active by providing them with fitness and sport opportunities within their local communities.
- The importance of 'doorstep' sports sessions as a method of delivering sports opportunities to young people in targeted areas where there are less community sports clubs and lower sport and physical activity rates than regional averages.
- The Physical Literacy Programme for Schools is targeted at delivering a long term improvement in physical literacy and increase participation amongst children in each secondary school engaged in the project.
- Creating an Active and Healthy Swansea Action Plan highlights Swansea's commitment to key priorities in the reduction of obesity and increase in physical activity.
- The Sport Wales School Sport Survey explores children and young people's participation in sport within the school environment and in the community. Schools completing the survey will be invited to complete a School Sport Survey Action plan which will help identify key outcomes for the school, community and the City.
- Working more closely with parents and community groups to promote the importance of swimming lessons and creating opportunities for overcoming cultural barriers.
- Improve and encourage greater use of volunteers and provide more exit route opportunities as part of GP Referral scheme.

## 2.2 \*The factors that are likely to hinder improvement are set out below:

### *Growing Spaces*

- There has been a reduction in the resources available to fund additional growing spaces.

### *School Meals*

- Free breakfast is still available presently but the supervision element which was one hour has been reduced to 30 minutes (funded by the Authority). This is happening from September 2015 and the impact is not known.
- The cost of school meals is increasing from September 2015, which will be monitored for any negative impact on uptake.
- The potential impact from Council budget constraints and reductions, which is unknown at the present time.

### *Active Young People, Swimming & GP referral Scheme*

- Grant funding arrangements and possible grant and budget reductions could affect provision going forward.
- Reluctance of BME & difficult to reach families to participate in school swimming activity.
- Funding uncertainties has led to higher staff turnover affecting performance, which could be further exacerbated in future with further funding and grant reductions.

## 3. Action Plan

### 3.1 \*Action Plan – to address the issues identified under *Areas to Develop* and *Factors that Hinder Improvement*

| Action   | Intended Outcome  | Milestone/measures   |
|--|---|--|
| <u>Growing Spaces</u><br>Administer Grow Local Fund                          | Increased number of growing spaces<br><br>Network becomes the lead body for Community Growing | Fund advertised<br>£20k budget spent   |
| Support Swansea Community Growing Network to administer its Grow Local grant | Increased number of growing spaces<br><br>Network becomes the lead body for Community Growing | Administrative and financial support provided for the Network to deliver regular events and networking opportunities |
| <u>School Meals</u><br>Network with neighbouring authorities                 | To share best practice and ensure we provide the best possible value and standard.            | Comparable data before the end of financial year.2016  |

|  |  |  |
|--|--|--|
| Secondary school focus on developing and increasing uptake   | Increased take up.   | By December 2015 have comparable uptake figures.   |
| Change in how breakfast is provided  | New innovative and different ways of providing the breakfast service.  | After the full first term review the new provision and evaluate the changes between September and December.  |
| <u>Active Young People</u><br>Support Schools in the completion of the School Sport Survey (SSS) action plan and use the Swansea report issued in October 2015 to inform planning. | Tailor Sport and physical activity programmes to the needs of the young people, increasing regular participation (x20).            | Active Young People Officers complete training following the SSS results. All primary schools and secondary schools complete an Action plan based on SSS.                                      |
| Deliver the <i>Us Girls</i> project in Swansea (Tackling Inequalities).  | Increase girl's participation in Sport and Physical activity in the local community.   | Consultations completed with girls in the community. Increase in the number of opportunities for young girls to access sport and physical activity.  |
| Developing and enhancing the sporting pathway in Swansea.  | Improve School – club links within primary and secondary schools, ensuring sustainable sports participation and clubs.             | Signposting opportunities are available in the local community. Creation of a Sporting landscape document to track opportunities in the community.   |
| Development of the Young Ambassadors programme to incorporate the ROAR project.  | Engage with Young Disabled People, particularly those with a learning disability, to take up sports leadership and volunteer role. | Easy read documents produced across the Young Ambassador/Young leaders programmes. Develop support for Young ambassadors. Recruit Young Disabled Ambassadors across Swansea secondary schools. |
| Attract, invest and develop a range of leaders across Swansea.   | Grow the workforce across the Active Young People (AYP) team.  | Increase the number of active volunteers delivering on the AYP programmes. Provide training pathway for volunteers.  |

| <b>Action</b>  | <b>Intended Outcome</b>   | <b>Milestone/measures</b>                                    |
|--|---|--|
| To recover costs incurred for 5x60 delivery.   | Increase income generation across the Active Young People programmes to cover costs, offset grant reductions and ensure activities are sustainable. | Pricing structure is developed across the service.           |
| Continue and assess the impact of same gender swimming classes on encouraging BME children and adults to swim. | Encourage children and parents from BME communities to participate more in swimming   | End of the summer Term                                       |
| <u>GP referral scheme</u><br>Increase community club involvement   | Create community based provision  | Signpost clients to community provision. Deliver by Dec 2015 |
| Use of volunteers to deliver and lead sessions   | Increase in workforce, expansion of scheme, greater participation   | Identify, recruit and train volunteers by March 2016         |
| Provide greater no. exit routes  | More opportunities to participate, greater choice   | Identify and deliver new opportunities by March 2016         |

## 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, set out in *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:

- Our aim is always to help citizens to live as independently as possible, and to protect those people who are most vulnerable from harm. To ensure we are delivering effectively on the following:
  - Safeguarding vulnerable adults by preventing abuse and ensuring risks are managed.
  - Assessing and reviewing needs of citizens and carers.
  - Understanding local population, and commissioning of high quality services.
  - Raising skills within professional social work and social care workforce,
  - Implementing national standards for social care.
  - Working towards better equalities through fair access to care.
  - Promoting local access to health and social care service delivered through collaboration partnership and integrated working.
  - Help people to identify and achieve their own wellbeing outcomes.
- City and County of Swansea and Swansea Locality of the Health Board (ABMU) through the Western Bay partnership board has set out a vision within a statement of intent for delivering integrated health and social care for older people, and younger adults with complex needs.

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

| Performance Measure   | Target | Result                  |
|---|--------|-------------------------|
| Percentage of cases where the risk (safeguarding vulnerable adults) has been managed                                | 93.5%  | <b>92.6%<br/>AMBER</b>  |
| Percentage of people supported to be independent  | 84.5%  | <b>84.7%<br/>GREEN</b>  |
| Percentage of clients returning home following reablement.  | 60%    | <b>51.2%<br/>RED</b>    |
| The average number of working days taken from completion of the care plan and / or installation of aids / equipment | 7 days | <b>8.4 days<br/>RED</b> |

Performance in 2014/15 and prospects for improvement are rated on a four-point scale as follows:

| Rate Performance   | Rate Improvement   |
|--|--|
| Grade 1 – Fully Successful (***)<br>Grade 2 – Mainly Successful (**)<br>Grade 3 – Partially Successful (*)<br>Grade 4 – Unsuccessful | Grade 1 – improvement prospects are good, with significant improvements already in place<br>Grade 2 – improvement prospects are good, with no major barriers<br>Grade 3 – some good prospects, but barriers in important areas<br>Grade 4 – many important barriers to improvement |

|  |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|
| <b>How successful have you been?<br/>(Performance)</b> | <b>Grade 1</b> |                |                |                |                |
|  | <b>Grade 2</b> |                |                | <b>X</b>       |                |
|  | <b>Grade 3</b> |                |                |                |                |
|  | <b>Grade 4</b> |                |                |                |                |
|  |                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b> | <b>Grade 1</b> |

### *Prospects for Improvement*

#### 1. How successful have we been?

##### 1.1 *What has worked well?*

- Swansea has to respond to increasing demand and need for adult social care – and from a wide range of citizens – from an 18 year old with a severe learning disability



who needs support to leave home. to ensuring a 90 year old with dementia gets protection from abuse as well as vital personal care and support.

- As part of the Western Bay agreement between City & County of Swansea and the Local Health Board to deliver integrated health and social care for older people and younger adults with complex needs:
  - A Common Access Point is in place to better respond to citizens who seek information, advice and assistance in planning their own care and support needs, or to access the wide range of services that can be provided in their own homes.
  - Integrated Community Network hubs in 3 areas (North, West and Central) are now been established to ensure that there is a seamless, multi professional service to meet local needs.
  - Intermediate tier services can be accessed directly via hubs to prevent or reduce hospital stays and help to keep people at home
  - Reshaping and remodelling our services toward promoting safer independence, and to be more flexible, responsive, innovative and better value for money in meeting the individual needs and outcomes of people

## **1.2 How do we compare with others?**

- Of the 194,267 adults aged 18+ in Swansea, we directly provided support to 7,340 in 2014/15, or 3.8% of the local population, with 5,866 adults supported in the community though Swansea's wide range of community based services.
- Any citizen experiencing a delay in returning home from hospital, will likely face poorer outcomes and face additional risks such as falls and MRSA. For the first time in recent years, this key performance indicator increased
- The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over increased from 2.50 in 2013/14 to 4.70 in 2014/15. This was mainly due to delays experienced with domiciliary care availability.
- Of those adult protection referrals accepted, where risk was managed this fell to 92.6% in 2014/15 from 93.3% in 2013/14, which is very close to Wales average of 94%.
- Our in-house service supports clients with 3,800 hours of home care per week (2013/14 = 2,538 hrs/week), alongside an additional 12,333 domiciliary care hours per week provided by the independent sector (2013/14 = 9749 hrs/week); which represents market share in 2014/15 of 24% Local Authority provision to 76% externally provided (2013/14 = 21% Local Authority provided compared to 79% externally provided).
- We also provided 1,312 items of equipment (2013/14 = 1,422 items), through a jointly commissioned Community Equipment Service; and carried out 1,422 adaptations of property (2013/14 = 924). Time taken from the completion of the care plan to provision and / or installation of aids / equipment was 8.4 working days in 2014/15 up from 7.5 days in 2013/14.
- The number and percentage of people that are supported to be independent has improved slightly to 84.7%; again close to Wales average of 86.3%.

- The number and percentage of clients returning home following a period of reablement was 51% in 2014/15 (Target = 60%)

### **1.3 Areas to develop**

- During 2014/15, there was considerable disruption caused to care management services by the Supreme Court judgment (Cheshire West) relating to Deprivation of Liberty Safeguards. This has increasing related referrals across Wales, and in Swansea to 1,119 in 2014/15 (2013/14 = 40). Swansea has to respond more effectively to these requests without delays.
- Swansea would expect every adult receiving a service to have their care plan reviewed annually, though performance has fallen. The percentage of clients with a care plan at 31<sup>st</sup> March whose care plans should have been reviewed that were reviewed during 2014/15 was 71% (2013/14 = 81%). The number of people having been reviewed during the year decreased by 4% (182) compared to 2013/14 and this is expected to be lower than Wales.

## **2. Prospects for Improvement?**

### **2.1 Factors likely to support improvement:**

- Social Services has to constantly balances risks, by considering human rights, duty of care, safety, client wants, citizen needs, stakeholder interests, and personal wellbeing, and there is a unconditional offer of information and supports to citizens seeking to achieve or sustain their wellbeing linked to a social care need, and the offer of essential help to both citizens and carers at times of crisis.
- Under the New Social Care and Well-Being Act, as well as information and advice, citizens can expect some assistance from the Council in achieving their wellbeing outcomes, with a stronger emphasis on prevention and early intervention.
- To help citizens in achieving their wellbeing outcomes and the prevention of longer term need for services, there is a range of new projects:
  - Local Area Coordination- building up community capacity to support itself.
  - Turn Up & Fix it- managing the little things that create big worries.
  - Volunteering /Befriending- 3rd Sector- accessing voluntary services.
  - Adult Family Group Conferencing helping families tackle complex issues.

### **2.2 The factors likely to hinder improvement:**

- Our best contribution to successful outcomes for citizens and carers in Swansea is through achieving excellence in leadership and social work practice. In 2015/16, we also have to address these important changes:
  - Implementation of the Social Services and Wellbeing (Wales) Act by April 2016.
  - Tackle budget and financial pressures within the Council and public sector and to minimise impact on the health and social care market
  - Demographic pressures especially a rising number of older people 85+, with increased physical and mental frailty

- Increased expectations from citizens not only in terms of standards/quality of service, but also increasingly social services are seen as first rather than last resort
- In partnership, reskilling / professionalising the whole social care sector workforce to raise standards of care, particularly in the delivery of reablement, person-centred and outcomes focused services
- Swansea also recognises a need to modernise some building and traditional social services; for example, improving the physical environment within Local Authority care homes and day services, as well as developing social care staff in reablement skills, to support new models of service
- Improve the availability and quality of performance information to support decisions taken by Officers and reported to elected members

### 3. Action Plan

#### 3.1 \*Action Plan – to address the issues identified under *Areas to Develop* and *Factors that Hinder Improvement*

| Action   | Intended Outcome  | Milestone  |
|--|---|--|
| Review of front door arrangements to focus on wellbeing  | People helped with recourse to qualified social worker  | Number/rate of referrals managed/ repeat referrals<br>Fewer assessments carried out                                    |
| Implementing “everybody’s business” safeguarding changes within social services and across Council | Vulnerable adult where safeguarding concern is raised has risk managed in the most sensitive and timely way | Reduced number/rate of safeguarding referrals<br>% safeguarding concern risk managed Target = 94%                      |
| Robust performance management within new teams/ integrated hubs to meet targets                    | Focus on wellbeing outcomes agreed with citizens and then achieved  | No. of social care related delays reduced Target rate = between 4 and 7<br>% Reviews carried out in year: Target = 80% |

## **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% and will rise to 58% by 2015/16
- Landfill capacity is running out and the UK landfill tax also continues to increase year on year; 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, and when compared to other Local Authorities in Wales, Swansea's performance has risen from 16<sup>th</sup> in Wales in 2013/14, to 9<sup>th</sup> in 2014/15.
- 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.

### **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.
- Meeting the statutory targets is challenging and work will continue to be needed in order to meet the statutory targets within the timescales.

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

| Performance Measure  | Target | Result                  |
|--|--------|-------------------------|
| Percentage of reported fly tipping incidents cleared within 5 working days | 92%    | <b>92.7%<br/>GREEN</b>  |
| Percentage of municipal waste being re-used, recycled and composted        | 45%    | <b>43.19%<br/>GREEN</b> |
| Percentage of municipal waste sent to landfill.                            | 55%    | <b>56.54%<br/>GREEN</b> |

Performance in 2014/15 and prospects for improvement are rated on a four-point scale as follows:

| Rate Performance   | Rate Improvement   |
|--|--|
| Grade 1 – Fully Successful (***)<br>Grade 2 – Mainly Successful (**)<br>Grade 3 – Partially Successful (*)<br>Grade 4 – Unsuccessful | Grade 1 – improvement prospects are good, with significant improvements already in place<br>Grade 2 – improvement prospects are good, with no major barriers<br>Grade 3 – some good prospects, but barriers in important areas<br>Grade 4 – many important barriers to improvement |

**How successful have you been?  
(Performance)**

|                |                |                |                |                |
|----------------|----------------|----------------|----------------|----------------|
| <b>Grade 1</b> |                |                |                |                |
| <b>Grade 2</b> |                |                | <b>X</b>       |                |
| <b>Grade 3</b> |                |                |                |                |
| <b>Grade 4</b> |                |                |                |                |
|                | <b>Grade 4</b> | <b>Grade 3</b> | <b>Grade 2</b> | <b>Grade 1</b> |

***Prospects for Improvement***

**1. How successful have we been?**

**1.1 What has worked well?**

- The ‘Keep it to 3’ campaign was introduced in April 2014. The scheme, which restricted the number of black bags each household could place out for collection each fortnight to 3, has been a great success. It has helped significantly reduce the amount of waste presented for collection and increase the proportion placed out for

recycling and has proved instrumental in helping the Authority meet its statutory target for 2014/15.

- The continuation of the door knocking campaign has also proved successful. The scheme which targets residents who are not participating in our kerbside recycling service has resulted in an increase in the tonnages collected. The scope of the campaign was extended in 2014/15 to include commercial customers and has resulted in the tonnages of commercial food waste being collected doubling, along with a large increase in participation.
- Performance continued to improve during 2014/15. Performance Indicators are improving and all reached their targets.
- The overall recycling/composting/re-use rate increased to 56.69% in 2014/15 up from 52.82% in 2013/14.
- Overall tonnages of Municipal Solid Waste (MSW) were down by just below 2,500 tonnes with residual waste down by over 5,500 tonnes.
- The Authority only used 75.9% of its Landfill Allowance Scheme (LAS) allowance (down from 85.1% in 2013/14). 55.4%)

## **1.2 How do we compare with others?**

- Provisional figures published showing results for the 22 Welsh authorities for 2014/15 place Swansea in 10th place for dry recycling and 10th place for composting which places Swansea in 9th position overall.

## **1.3 Areas to develop**

- The levels of recycling being achieved by the Commercial Waste service whilst increasing significantly over the last 12 months still needs to be further improved.
- Surveys have shown that, despite a permit system being introduced, the Household Waste Recycling Centres (HWRC's) are being used for the disposal of commercial waste. The permit system needs to be reviewed and updated to prevent misuse.
- A recent waste analysis showed there is still a significant level of food in the residual waste. Residents who are either not using or not fully using the service need to be encouraged to participate.
- The analysis also revealed a high level of textiles/clothing in the residual waste, which needs to be targeted.
- Identify waste materials suitable to be sorted using the new 'picking station' at the Baling Plant.

## 2. Prospects for Improvement?

### 2.1 *Factors likely to support improvement:*

- There is a robust plan in place which identifies key tasks and initiatives which need to be addressed during 2015/16 and beyond to meet the statutory recycling targets of 58% in 2015/16 and 64% in 2019/20.
- The Authority is working with WRAP <sup>14</sup> to review and develop optimum collection services.
- The Authority is undertaking a commissioning review of waste management in 2015/16 to ensure that optimum use is being made of resources.
- The Authority are developing closer links with 3rd sector organisations to maximise opportunities.
- The introduction of Legislation to make it compulsory for businesses to segregate their waste for recycling.
- Identify and establish an outlet for recycling nappies/adult hygiene waste.
- Procure an interim contract for Energy From Waste.

### 2.2 *The factors likely to hinder improvement:*

- Effects of budget / grants reductions.
- Effects of fluctuations in the incomes received for recyclable materials collected.
- Changes in legislation with regards the recyclability of certain materials.
- The delay and lack of resources to enable the renewal of the recycling collection fleet.

## 3. Action Plan

### 3.1 *\*Action Plan – to address the issues identified under Areas to Develop and Factors that Hinder Improvement*

| Action  | Intended Outcome  | Milestone   |
|---|---|---|
| Further develop and increase participation of the commercial waste recycling services | Reduce the amount of waste being landfilled and boost the tonnages recycled.  | To meet the statutory target set by Welsh Government for 2015/16 of 58% |
| Review and improve the Permit system for vans etc. using HWRC's                       | Reduce misuse of the sites reduce disposal costs and boost recycling figures. |   |

<sup>14</sup> WRAP - Waste & Resources Action Programme. A charity helping to reduce waste and promote the sustainable use of resources

| <b>Action</b>  | <b>Intended Outcome</b>  | <b>Milestone</b>  |
|--|--|---|
| Continue door knocking campaign to encourage residents to participate in the recycling services thus capturing the materials identified in the waste analysis. . | Reduce the amount of waste being landfilled and boost the tonnages recycled.   | To meet the statutory target set by Welsh Government for 2015/16 of 58% |
| Identify opportunities to work with 3rd sector organisations to capture the textiles within the residual waste stream.   | Boost income from the sale of materials diverted, reduce the amount of waste being landfilled and boost the tonnages recycled.   |   |
| Identify and process materials suitable to be sorted over the new 'picking station'  | Boost income from the sale of materials diverted, reduce the amount of waste being landfilled and boost the tonnages recycled  |   |
| Undertake a 'collections' review in conjunction with WRAP and also an internal commissioning review of the whole of the waste management service.                | To ensure that the best use of resources is being achieved and identify and implement service improvements, with a view of increasing incomes and decreasing the cost of service provision in the light of diminishing budget. | To complete the reviews.  |



## **Part 3 – Working in partnership with others in 2014/15**

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 working with Bridgend Council on a regional Food Waste solution.

We are collaborating with Pembroke, Carmarthen, Neath Port Talbot and Bridgend to explore the viability for a regional solution for Energy from Waste from residual waste.

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
  - § An interim 2 year contract started in August, with a long term solution being procured.
- Residual Waste Procurement
  - § Procurement is on hold pending further consideration of benefits of a regional solution.

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

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

The collaboration to deliver school improvement services through 'ERW', the regional consortium covering south-west and mid-Wales, continues to be developed and refined. The six authorities in the region are split into three operational hubs, Swansea and Neath Port Talbot, Carmarthenshire and Pembrokeshire, Ceredigion and Powys. A jointly-employed Head of Education Improvement directs the school improvement service for Swansea and Neath Port Talbot.

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

The new national system for categorising schools has been applied across the region by teams of challenge advisers. This is bringing about increasing consistency in challenge and support to schools to help them improve. In the autumn term 2014, 22 out of 94 primary and secondary schools in Swansea were 'green' which is the top category. There is a target to increase this to 40 schools in autumn 2017.

### **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?**

Under the chairmanship of Sir Terry Matthews, the board is progressing a number of strategic priorities via the thematic pillars that have been established. In particular, the “infrastructure” pillar has focussed primarily on the regeneration of Swansea City Centre. An extensive marketing exercise has been undertaken to secure developers for the Civic Centre and St David’s development sites, which will catalyse the regeneration within the city centre and wider area. The selection of the preferred developer(s) will take place later this year.

Digital infrastructure has also been a focus. Swansea recently hosted the first innovation conference where it was announced that BT’s GFast test bed and pilot project will take place in Swansea, testing new technology to deliver super-fast connection speeds.

## **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 changed and a new Bus Service Support Grant was introduced.

This grant is paid to Swansea on behalf of the 4 South West Wales Councils. The Councils have worked together to develop and implement the scheme, which supports public transport and community 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 and also with the University of Wales Trinity St David for their proposed development in SA1.

The Council is working with Neath Port Talbot Council on a bid to the Office for Low Emission Vehicles for buses to operate on the Swansea Bay corridor (Arc of Opportunity). The two Councils have also implemented the Swansea Bay Cycle Network during 2014.

A Regional Wheels to Work scooter hire scheme covering Swansea, Neath Port Talbot and Carmarthenshire is being developed, which will assist those who are unable to access employment, education or training due to transport difficulties. The first part of the scheme is starting in Swansea in Autumn 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 has been 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 was submitted in January 2015 and accepted by the Welsh Government.

### **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 27 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?**

The Western Bay Regional Health and Social Care Programme is a partnership initiative comprising: The City and County of Swansea, Bridgend County Borough Council, Neath Port Talbot County Borough Council and Abertawe Bro Morgannwg University Health Board (ABMUHB) together with partners in the third and independent sectors.

The Programme was established in 2012 with the purpose of integrating services more effectively for the benefit of service users and carers. It also aims to explore new and innovative ways of working to ensure services are sustainable in the face of growing demand and a challenging financial climate.

The Western Bay Programme focuses on two 'Tiers of Activity' with all associated projects and work streams being delivered in the context of the Social Services and Wellbeing (Wales) Act 2014.

Changing demographics and a reduction in available resources mean services cannot go on working in silos. The Programme's aim, therefore, is to lay the foundations for effective health and social care integration across the Western Bay region.

'Tier 1' consists of six key transformational projects which were identified as priority areas by the Western Bay Leadership Group. The Leadership Group meets monthly and comprises the Chief Executives of all four Western Bay partner organisations, along with

'Sponsors' representing each individual project (Senior Local Authority and Health Board Officers).

The six 'Tier 1' projects are:

- Learning Disability Services
- Children's Services (Adoption)
- Contracting and Procurement
- Prevention and Wellbeing
- Community Services (also referred to as Older People's Services)
- Mental Health Services

Tier 2' relates to collaboration in the following areas...

- Regional Safeguarding Boards (Children and Adults)
- A Supporting People Regional Committee.
- Integrated Family Support Services.
- A Regional Area Planning Board (regarding Substance Misuse).
- A Regional Youth Offending Service.

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

'Collaboration' and 'integration' feature heavily within Western Bay Programme's activities; the answer lies within the provisions of the new Social Services and Wellbeing (Wales) Act 2014.

The Act, which is due to be implemented in April 2016, will transform the way health and social care services are delivered in Wales, placing a particular emphasis on the importance of developing collaborative approaches to service delivery.

Other significant requirements and duties of the Act include:

- The promotion of wellbeing and prevention in the Act which aims to delay the development of people's needs for care and support.
- Better provision of information and advice on how services can be accessed and processes for raising safeguarding concerns.
- Carers and Carers' Assessments - The needs of carers will need to be assessed as well as the person receiving care to ensure both parties receive adequate support.
- Person-centred Care—Service users will have a stronger voice and greater control over the types of care they receive.

## **Regional Safeguarding**

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

The Western Bay Safeguarding Boards cover Swansea, Neath Port Talbot and Bridgend. There is a Regional Board for children and one for adults.

The Western Bay Safeguarding Children Board (WBSCB) began operating on 1st April 2013. Safeguarding Children Boards are the key statutory mechanism for agreeing how the relevant organisations in each area will cooperate to safeguard and promote the welfare of children, and for ensuring the effectiveness of what they do.

The Western Bay Safeguarding Adults Board (WBSAB) works to keep adults safe and ensure that adults at risk of harm are safeguarded against all types of abuse. Abuse can

take many forms, including sexual, physical, verbal, financial, forced marriage and honour based violence.

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

The WBSCB published its first annual report to the Welsh Government in July 2014 and was the first SCB in Wales to do so. It has a number of strategic priorities which are set out in its business plan. These include neglect, babies who become looked after, Child Sexual Exploitation, domestic abuse and legal highs (new psychoactive substances).

One of the WBSAB's strategic priorities is domestic abuse in older people and the Board recently received presentations on this from the Older People's Commissioner for Wales. Other strategic priorities for the Board are implementing part 7 of the Social Services and Wellbeing (Wales) Act 2014 which covers Safeguarding and work around the Mental Capacity Act and Deprivation of Liberty Safeguards. The Board is also working with the wider Western Bay Programme to help implement the recommendations from the Older People's Commissioner for Wales's review of care homes.

## **Integrated Health and Social Services**

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

The Western Bay Programme was also established to deliver integrated care models across older people, mental health and learning disability services. Significant progress towards this goal has already been made, and our organisations have agreed to work together progress the development of joined up care for older people signalling our intent in a document agreed by ABMU Board and Cabinets within each of the three Local Authorities during the Autumn of 2013 *Delivering Improved Community Services*.

In this document we set out the three key priorities for the Delivering Improved Community Services programme, they were:

- Wellbeing and keeping healthy
- Strengthening Community teams
- Making services sustainable

Delivering Integrated Health and Social Care for Older People with Complex Needs across Western Bay: Statement of Intent has been published and a project board established to implement a shared vision of integrated approach.

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

Swansea is progressing well in implementing our Regional and Local Integration plans, by working closely with councils in Neath-Port Talbot and Bridgend, and with our health partners, ABMUHB. We have already put into place a Single Point of Access which will ensure a 24/7 response in available to people seeking information, advice and assistance with their care and support needs, and to access a range of services that can be provided in their own homes.

This year Swansea has launched 3 Locality Network hubs (North, West, and Central), bringing together professionals in order to provide direct support to people in managing their own care, and by linking into the full range of primary care services, such as GP Surgeries, Health Centres, etc.

The Intermediate Care Fund has also supported the following developments:

- We now have Joint Integrated Management Structure and arrangements' are in place.
- We have developed an In Reach approach in hospitals to identify and quickly support those clients who require support on leaving hospital
- Three hub sites each have collocated teams working out of each site and their supporting satellite sites.
- We have increased our Domiciliary Care Team by 30 staff all of whom have been trained in Reablement.
- Improve stocks and supplies to support the need to provide equipment rapidly
- Case worker was supporting the identification of housing needs, including those who require support with housing repairs or adaptations
- We have increased the number of Assessment Beds and the numbers of people who receive reablement support has increased
- People can expect to receive reablement support, however there will be exceptions for those who have complex, end of life requirements who may access domiciliary care directly.

## **Child and Family Services**

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

Child and Family Services aims to achieve the best possible outcomes for children, young people and families in Swansea. We will achieve this by offering excellent social work practice, using signs of safety approaches, collaboration and effective safeguarding to build greater resilience within families, children, young people, and communities. By focusing on achieving excellence in leadership and social work practice; that then improve the performance and quality of Child and Family Services makes a significant contribution to the authority's aims, and corporate priorities.

Only through successful partnership can Swansea achieve successful outcomes for children, young people and families in Swansea. Working with partners and other professionals to ensure there are shared and common approaches to dealing within child welfare, safety and in working with families at risk. We are reducing demand for statutory intervention by ensuring a continuum of family support services, effective front door arrangements. Also to address shared concerns such as the impact of domestic abuse and substance misuse on family life and child safety

There is a wider range of family support services working together to deliver intensive, solution focussed interventions that best support the rehabilitation of children home. The restructure of Swansea's in house residential service at Ty Nant has supported emergency or short term provision, with important work with children to ensure they have the best chance to return home or to leave care with the best possible outcomes.

Child and Family Services is focused on achieving a sustainable model based on excellence in social work and social care, to be best placed to implement the new codes of practice and guidance accompanying the Social Services & Well Being (Wales) Act and most of all to improve outcomes for children in need and their families in Swansea.

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

Swansea is proud to be the first local authority in Wales to implement Signs of Safety<sup>15</sup>, and to have made such significant progress throughout so many service areas: at the front door, in complex child protection case work, working with younger and older looked after children to achieve permanence, through family support services and with foster carers to achieve resilience within placements and within conferencing and reviewing work.

We are using a Signs of Safety methodology across the whole service to achieve these priorities, as the key is to support families to address the challenges they face as parents. In order for children and families to achieve their own wellbeing outcomes, there also needs to be better life opportunities, with improved access to family support, employment, housing, leisure and lifelong learning opportunities. 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).

## **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.

---

<sup>15</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

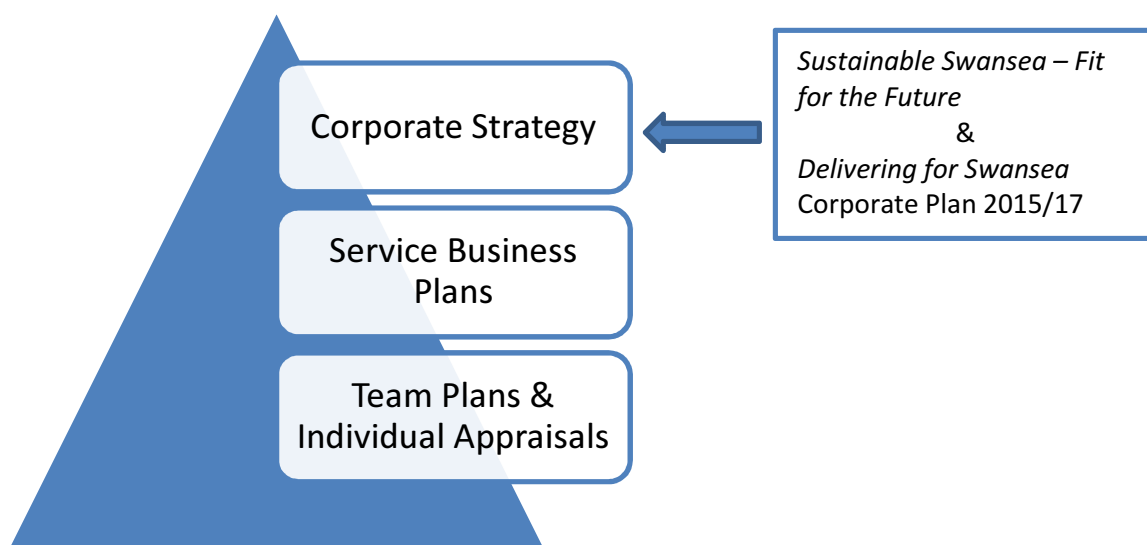
## Part 4 – Performance Information and its use

### 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 undertook a review of its performance improvement arrangements in 2014/15 with the aim of making it '*simpler, easier and better*'. This was in the context of helping the Council to meet the considerable financial challenges posed by austerity while ensuring that the Council's key priorities are delivered on the ground.

The goal of the review was to be achieved through two principal and related means:

- a) As part of the *Sustainable Swansea – Fit for the Future Strategy*, the identification of a smaller number of corporate priorities to be expressed within a new Corporate Plan.
- b) The introduction of the '*Balanced Scorecard*' as the framework for the Council's new performance improvement framework

The key components are now in place:

- a) The Council has a clear vision and strategy in place in *Sustainable Swansea – Fit for the Future*.
- b) The **new Corporate Plan *Delivering for Swansea*** identifying 5 key priorities was adopted by Council in February 2015. The Council's 5 key priorities are :
  - 1) Safeguarding Vulnerable People
  - 2) Improving Pupil Attainment
  - 3) A Vibrant and Viable City and Economy



- 4) Tackling Poverty
- 5) Building Sustainable Communities

Taken together, *Sustainable Swansea* and the Corporate Plan represent the Council's strategic framework for delivery. The Council's model for the Balanced Scorecard is as a *strategic delivery system* that aims to translate the Council's vision and strategy into tangible objectives and measures. This will see the Balanced Scorecard being used to cascade the corporate strategy down through the directorate, service and team levels and even into individual employee objectives through staff appraisals.

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.

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.

### **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.

### **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 achieving improvements and outcomes.

2014/15 has seen the following outcomes and work undertaken:

- The 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 second 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.
- We became the first local authority to adopt a 'due regard' duty in relation to children's rights in September 2013. We have since developed and launched a Children & Young People's Rights Scheme, which sets out the arrangements we have to ensure compliance with the duty for embedding the UNCRC into our policy framework.
- We adopted a new national process for hate crime administered by Victim Support. Welsh Government commissioned Victim Support to increase the reporting of hate crimes and hate incidents across Wales and to offer additional support to victims of these offences. They have established a new national hate crime report and support centre for Wales.
- In addition to formally endorsing the principles of the Dublin Declaration of Age Friendly Cities the council has agreed a motion that Swansea becomes a Dementia Supportive Community. The Local Service Board has decided to develop and agree an overarching strategy for older people and one of its two priority areas for 2015 - 2016 is "Older People and Independence". Under the auspices of the LSB Older People's Strategy Partnership Group and following consultation with Older People a draft Ageing Well Plan has been produced; a final version of which will be submitted to the Older People's Commissioner for Wales in October 2015.

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 draft Ageing Well Plan 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 this year to incorporate the United Nations Convention on the Rights of the Child (UNCRC). 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.

*Sustainable Swansea –Fit for the Future* is a three year programme 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 April 2015, the *Well-being for Future Generations (Wales) Act* was enacted by the National Assembly for Wales. The City and County of Swansea is an 'Early Adopter' of the act, which means that it has voluntarily undertaken work to further integrate and report 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 2014/15 performance against several of the Report's seven key priority areas such as climate change and natural environment declined while progress in other areas such as the sustainable use of natural resources and procurement has improved.

Highlights include the local authority's significantly increased recycling rates, the awarding of Park Llewelyn Green Flag status for the first time, and the increased use of social benefit clauses to maximise the value to Swansea of development work. Areas where improvement actions are planned for 2015/16 include recycling at Council offices, employee sickness absence and the wider provision of bio-diversity training.

Further information can be found at:

<http://www.swansea.gov.uk/Sustainabledevelopmentreporting>

#### **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: update as at 2014/15*

There has been good progress on four of the five Recommendations from the inspection but slow progress in the one concerning provision of education other than at school.

The Improvement Board set up by the Chief Executive has met monthly since July 2013. The board has examined, in depth, the work to address the five Recommendations and other actions to improve performance under Education's Business Plan 2014/15. In addition a Member-led board has monitored progress.

The post-inspection action plan addressing the recommendations and concerns identified in the inspection report were accepted by Estyn in July 2014. Estyn's link adviser has monitored progress each term.

#### *Peer Review*

The Welsh Local Government Association (WLGA) provided a peer review for the Council during autumn 2014 ahead of the Wales Audit Office Corporate Assessment. During peer reviews the WLGA act as 'critical friends' who understand the challenges of running a local authority and can make an honest and impartial contribution to the council's approach to self-improvement. Requesting a peer review is regarded as a sign of commitment to improvement, and the WLGA commented that they found this attitude was reinforced by Swansea's keenness to learn and openness to new ideas and ways of working.

The Council had a number of reasons for commissioning the review, which were to:

- Learn from elsewhere and to improve what we do
- Develop our approach to self-evaluation
- Assist in our preparations for the WAO corporate assessment during November 2014
- Support the overall objective of sector-led self-regulation and improvement in Wales

An action plan is in place to address the recommendations made by the peer review team.

#### *WAO Corporate Assessment*

Every council in Wales gets a corporate 'health check' by the Wales Audit Office every four years. It's known as a Corporate Assessment Report.

The Corporate Assessment sought to answer the following question:

*“Is the council capable of delivering its priorities and improved outcomes for citizens?”*

The Council’s Corporate Assessment report holds up very well compared to other Corporate Assessments undertaken across Wales. The WAO concluded:

- *The Council has a clear vision of what it wants to achieve.*
- *The Council has generally robust governance arrangements and is improving access to information about its scrutiny activity.*
- *The adoption of the “scorecard” system of performance reporting will provide the Council with a more effective means of evaluating and managing performance.*
- *The Council has a strong track record of managing its budget and has established comprehensive arrangements for managing the financial challenges it faces in the future.*
- *The Human Resource Strategy provides a framework for people management but is inconsistently applied at service level.*
- *Asset management arrangements are aligned with the delivery of the Council’s change strategy but service business plans are not consistently incorporating property asset commitments and requirements.*

An action plan is in place to address the proposals for improvement made by WAO.

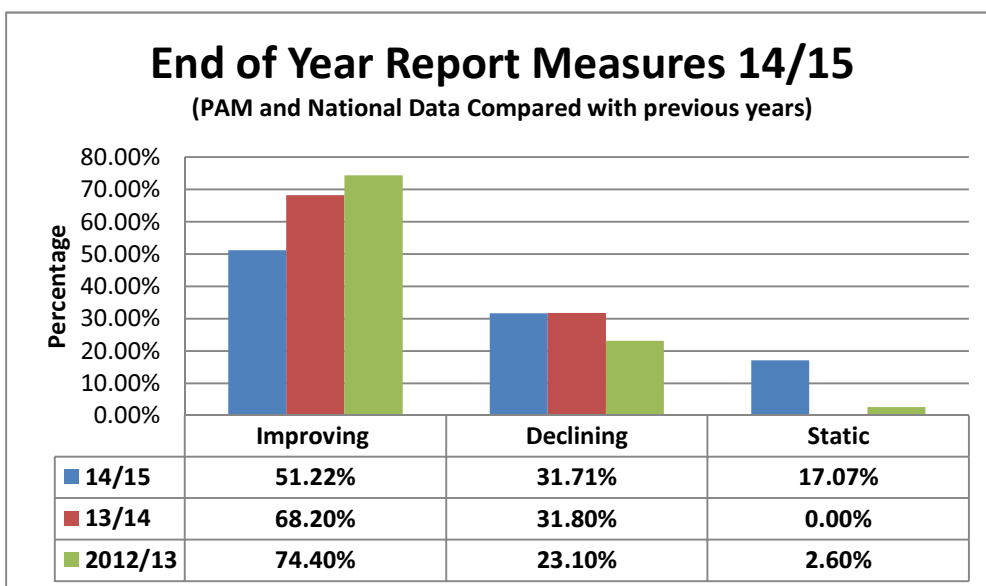
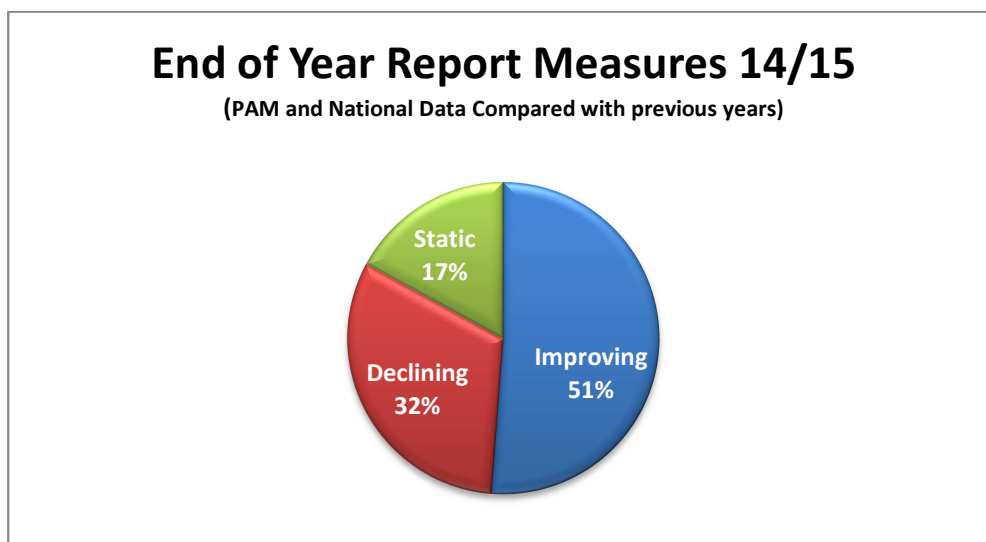
## Summary of our performance against National Indicators 2014/15

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 2014/15 in comparison with the previous year.

### Local Performance Compared with the Previous Year

In 2014/15 43 performance indicators were collected and published nationally. Of the 43 indicators, 41 have data that can be compared against 2013/14 performance, of which:

- 21 showed an improvement, or stayed at 100%;
- 7 remained the same; and
- 13 showed a decline.



Below is a summary of the national 2014/15 results when compared to the other 21 local authorities in Wales for 2014/15. They have been split into where Swansea has appeared in each of the four quartiles.

Table A

| Directorate   |                 | Top      | Second    | Third     | Bottom    | Total     |
|---------------|-----------------|----------|-----------|-----------|-----------|-----------|
| People        | Social Services | 1        | 3         | 8         | 6         | 18        |
|               | Education*      | 2        | 3         | 3         | 1         | 9         |
| Place         | Housing         | 1        | 0         | 0         | 2         | 3         |
|               | Others          | 2        | 5         | 1         | 2         | 10        |
| Corporate     | Human Resources |          | 1         |           |           | 1         |
| <b>Totals</b> |                 | <b>6</b> | <b>12</b> | <b>12</b> | <b>11</b> | <b>41</b> |

Table B

| Directorate   |                 | Top        | Second     | Third      | Bottom     |
|---------------|-----------------|------------|------------|------------|------------|
| People        | Social Services | 2%         | 7%         | 20%        | 15%        |
|               | Education*      | 5%         | 7%         | 7%         | 2%         |
| Place         | Housing         | 2%         |            |            | 5%         |
|               | Others          | 5%         | 12%        | 2%         | 5%         |
| Corporate     | Human Resources |            | 2%         |            |            |
| <b>Totals</b> |                 | <b>14%</b> | <b>29%</b> | <b>29%</b> | <b>27%</b> |

\* 2 Measures not analysed as data is not comparable

NB. Percentages shown in table B will not add up to 100% exactly due to minor point's differences in individual results

Note: A Full List of Comparable National Measures can be found at [www.swansea.gov.uk](http://www.swansea.gov.uk)



## 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 updated for 2014/15 can be found by clicking on the following web link:

<http://www.swansea.gov.uk/corporateimprovementplan>

### *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 web link:

<http://www.swansea.gov.uk/oneswansea>

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/sep>

### *Sustainable Development*

<http://www.swansea.gov.uk/sustainabledevelopment>

### *Wales Audit Office inspection reports*

[http://www.audit.wales/publications?combine=&field\\_topics\\_tid\\_i18n=All&field\\_sectors\\_tid\\_i18n=55&created\\_1=All&field\\_area\\_tid\\_i18n\\_1=All&field\\_reports\\_tid\\_i18n=All&=Update+Results](http://www.audit.wales/publications?combine=&field_topics_tid_i18n=All&field_sectors_tid_i18n=55&created_1=All&field_area_tid_i18n_1=All&field_reports_tid_i18n=All&=Update+Results)

### *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://cssiw.org.uk/our-reports/?lang=en>