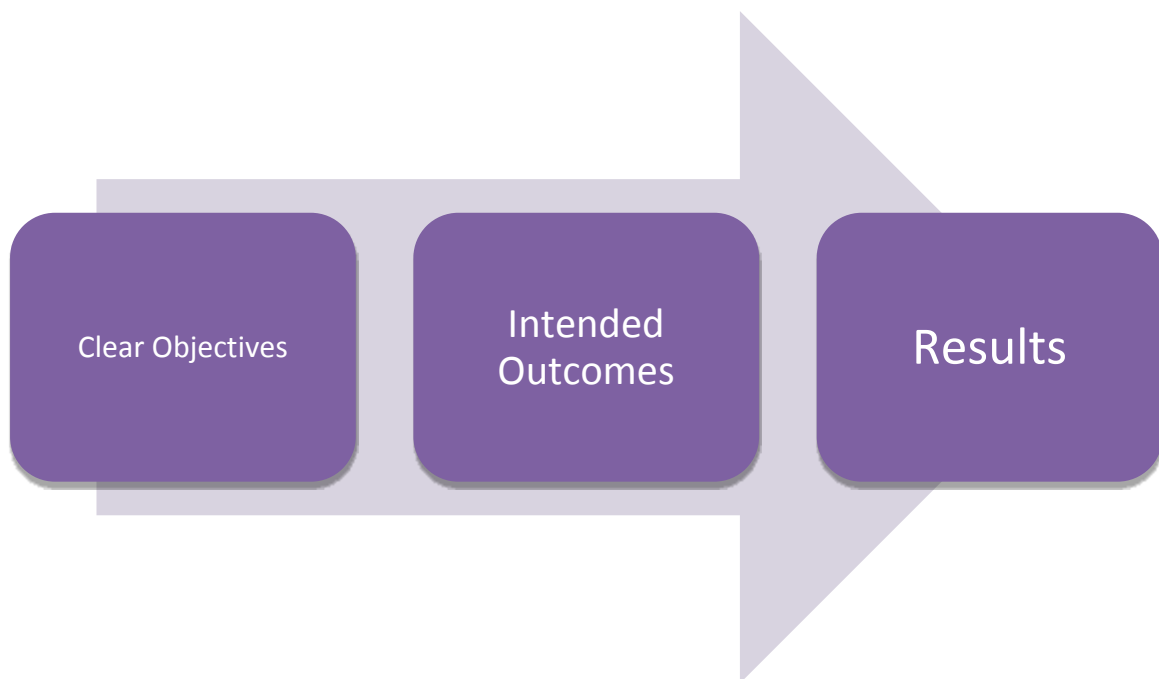


Annual Review of Performance in 2015/16



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Introduction - The Swansea Story

A City of Opportunity

Our city has always been a city of opportunity, aspiration and ambition. From wool manufacture in medieval times, Swansea became the global centre in copper production in the 18th and 19th centuries and is now a leader in life sciences, technology and engineering. Swansea has always offered a home to ideas, innovation and entrepreneurship.

Today we're also famous for our literary and cultural heritage, our Premier League football, our world-class beaches and countryside and the warmth of our welcome. We are taking our creative strengths, building on them with our partners and working with our communities so we can present ourselves to the world as a proud, confident and ambitious city which stands for fairness, aspiration and opportunity.

A City that Cares

The people of Swansea are our first priority. They make our city unique. We nurture our young, safeguard the vulnerable and lend support to the frail because it's the right thing and the moral thing to do. We are part of the Healthy Cities network promoting good health and addressing health inequality in our communities.

Our city is hard-working, caring, cosmopolitan and ambitious. Our communities speak more than 100 languages and we're proud of our cultural diversity and community cohesion. We are proud to embrace those from around the world who today see our city as a beacon of hope and a haven from hate or persecution.

Together with our communities we are challenging poverty, promoting learning and supporting all our residents to make the most of their talents so they can live independent lives, happy, healthy and safe.

A City of Innovation

We are a city of innovation and enterprise as much in social justice as in business. We were the world's capital of copper production, home to the first passenger railway and the first Area of Outstanding Natural Beauty in the UK and home to the inventions such as the fuel cell and tarmac.

Swansea Council is the first in Britain to sign up to the United Nations Convention on the Rights of the Child and we are the first Welsh City of Sanctuary.

This spirit of innovation, invention and fairness is at the heart of our vision for Swansea as a sustainable economic powerhouse for south west Wales. Working with our two universities, private sector, government and third sector partners, we will see Swansea driving economic prosperity in a city region famous for the adaptability of its workforce, its spectacular natural environment and the wealth of its ideas.

A City to be proud of

'Swansea is the best place'. Dylan Thomas wrote it and we are proud to say it. We are proud because we're a city that works together and is renewing itself for the future.

We're a city where children and their futures matter, where older people are supported, where education counts and where tackling poverty and challenging health inequality means as much as creating a vibrant economy, sustainable communities and enjoying our fantastic natural environment.

We stand for fairness, for aspiration and for opportunity.

We are proud because we are Swansea.

What we have achieved in recent years

Swansea has achieved much in recent years. Some highlights include:

- Swansea became the first local authority in the UK to adopt the United Nations Convention on the Rights of the Child (UNCRC) reflecting our commitment to children and young people.
- Rolled-out the Swansea Standard, which focuses on the Council and our staff providing excellent customer service.
- Swansea was named as the UK's UNESCO Learning City and has adopted entrepreneurial skills as its key focus and has signed the Beijing Declaration on Learning City.
- Worked with partners and the Welsh Government to launch the City Region and a strategy has been adopted to attract investment and create the right conditions for jobs, businesses and wealth.
- Launched a review of the City Centre, which includes public consultation and engagement to help shape the future development strategy and support future funding bids.
- Finalised a Tackling Poverty Strategy and developed an external Swansea Poverty Partnership Forum to help deal with poverty and the effects of poverty.
- Worked with Welsh Government and with others through the South West Wales Councils and SWWITCH to lobby the Government in London to extend the electrification of the main railway line from London to Swansea.
- Agreed a strategy to safely reduce the number of looked after children in Swansea.

The challenges ahead

Swansea faces a number of challenges in the years ahead, which include:

- Attracting economic investment.
- Regenerating Swansea's city centre and communities across Swansea.
- Creating high quality employment opportunities.
- Addressing inequalities in health, education, employment and life chances between people living within different communities in Swansea
- Demographic pressures and increasing demand for public services
- Significant reductions in public spending.

Our ambitions and commitments to residents

We want to:

- **Safeguard Vulnerable People** – so that our citizens are free from harm and exploitation.
- **Improve Pupil Attainment** – so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- **Create a Viable and Vibrant City and Economy** – so that Swansea has a thriving mixed use City Centre that will support the prosperity of our citizens.
- **Tackle Poverty** – so that every person in Swansea can achieve their potential.
- **Build Sustainable Communities** – so that the places where people live and work meet the diverse needs of existing and future residents.

We will do this by:

- Focussing on meeting people's requirements and delivering outcomes.
- Working with others where this is beneficial and helps us meet people's needs.
- Looking at different ways of working in order to meet challenges, improve services and the way we offer help to the people of Swansea.
- Containing spending pressures, reducing costs and delivering services more efficiently.
- Investing or switching resources into our priorities.
- Intervening earlier and preventing need from escalating.
- Equipping our employees to meet the challenges, improve service delivery and the way we offer help.
- Ensuring that we have a sharp focus on the delivery of our commitments.

Our **Vision** is for

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

Our Priorities

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

This Corporate Plan for 2015/17 set out what the Council aims to achieve and how we will measure progress. The Corporate Plan fulfils our statutory obligations to set '**Improvement Objectives**' under the Local Government (Wales) 2009 Measure and 'Wellbeing Objectives' under the Well-Being of Future Generations (Wales) Act 2015.

Our five key priorities are outlined below.

- **Safeguarding vulnerable people**
- **Improving pupil attainment**
- **Creating a vibrant and viable city and economy**
- **Tackling poverty**
- **Building sustainable communities**

These priorities represent the overriding objectives for the Council. Some services will directly deliver these priorities. Others will make a contribution either on their own or by working in partnership with others.

The Corporate Plan does not include everything that we do, the Council provides lots of other services that are important and are valued by residents, but not everything can be a priority. **This Plan focuses on what is most important for Swansea.**

It is important to point out though that each of these priorities cannot be seen in isolation from each other. Each priority both affects and is affected by our other priorities. For example, improving educational attainment is both important to our efforts to tackle poverty and improve the city and economy.



Interdependencies between priorities in the Corporate Plan

Our Values

Our Plans will be built on three clear Values which will guide the way that we work, how we develop as an organisation and our decision making through the years ahead.

People Focus

We will focus on community needs and outcomes and on improving the lives of the people who live and work in Swansea. We will also respect, value and support our employees and demonstrate the highest standards of integrity.

Working Together

We will promote a whole partnership approach, working across services to maximise resources and knowledge and joining forces with others outside the Council to ensure we prioritise our resources and get the best for our communities.

Innovation

We will promote and support a culture of innovation. We will think and work differently to improve our ability to deliver and to meet the financial, demographic and societal challenges we face.

Clear plans will be developed across all Services for how these three Values will be delivered and how we will share learning across the Council, as part of our Innovation Programme.

Our Principles

Our Plans and Priorities will be underpinned by three key principles. These principles are essential to deliver our Priorities and will be woven through all that we do.

Sustainability

We will work to improve the economic, social and environmental well-being of Swansea. This means making sure that the needs of the present are met without compromising the ability of future generations to meet their aspirations. It is a key principle at the heart of our Sustainable Swansea – Fit for the Future strategy, which is about transforming Council services, ensuring the financial viability of the Council and improving outcomes for residents. As part of this we will continue to engage with and seek the views of residents and service users. The principle of sustainability has prevention and integration at its heart and we will develop long term plans for addressing our Priorities, working with others. We will also ensure that, through this approach, we meet the requirements of the Well Being and Future Generations Act.

Prevention

We will intervene earlier in order to support people at greatest risk, change behaviours and prevent the need for costly specialist services, often with a long-term support programme. This will help to make families and communities more resilient, reduce the demand for Council services, lower costs and achieve better outcomes. We will adopt a whole Council approach to managing the demand for services and aim to deepen our understanding of customer contact and how services can be redesigned to eliminate, reduce or divert demand.

Partnerships

We will work together with our partners across the public, business and voluntary sectors through the Public Service Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities. We will take a 'Team Swansea' approach, working as a whole Council to ensure that every service can play a part in contributing to our Priorities and that we share resources and expertise. The needs of our residents and the major challenges facing Swansea can only be tackled through productive partnerships, greater integration of our services and pooling of resources.

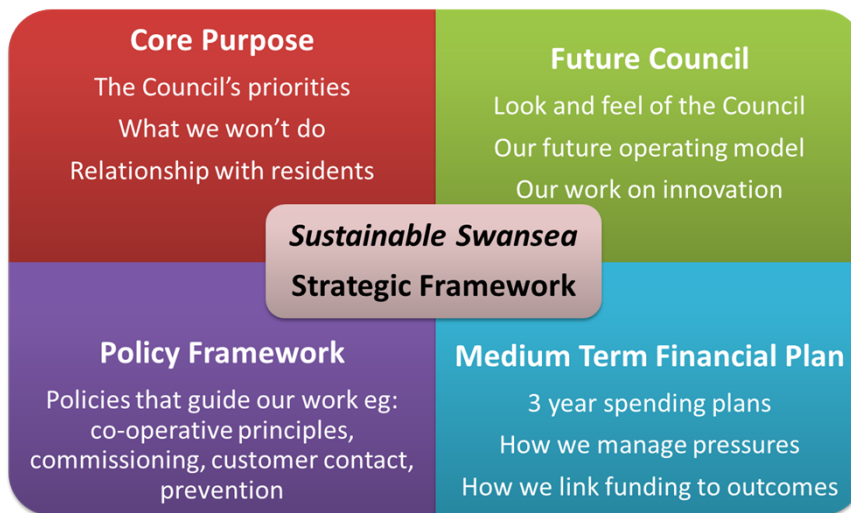
We will expect all Services to demonstrate how these Principles are being used as part of their business planning and day to day service delivery.

Our Delivery

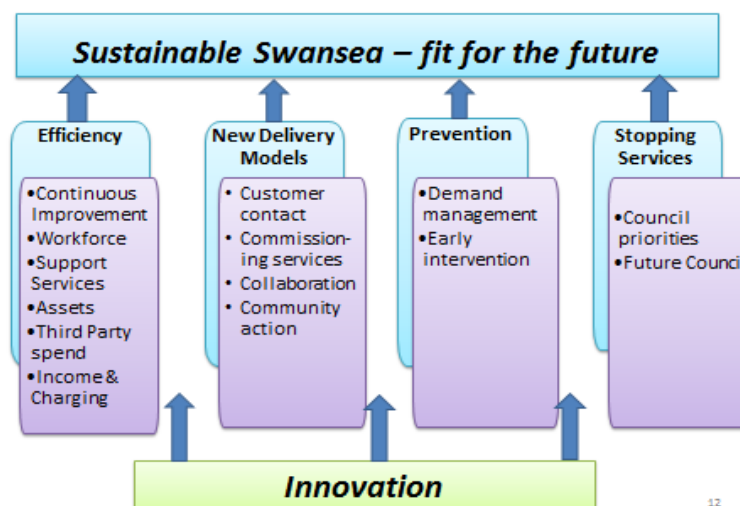
To meet the challenges facing Swansea and to deliver our Priorities we need a sharp focus on resourcing, delivery and performance improvement. This requires a strong programme for change and a clear approach to future funding, our relationship with customers and how we manage and support employees.

Sustainable Swansea – Fit for the Future

The Council’s strategic framework for the future is set out within our *Sustainable Swansea – Fit for the Future* strategy. This has four key elements:



Sustainable Swansea has four Workstreams and 14 delivery strands which will deliver the changes we wish to see in support of the Priorities set out in this Corporate Plan:



Our funding

Funding from central government has been cut over recent years and, based upon current estimates, this trend will continue until at least 2020. The Council has already made significant savings in recent years and has reduced senior management by a third.

Previous indications from the Welsh Government are that local authorities should continue to plan for a 4.5% reduction in grant each year. Future reductions will heavily depend on future Spending Review announcements. Taken together with other demographic and service pressures, the estimated funding gap for Swansea Council is £36m for 2016/17, rising to some £90m in total including the following two years

To ensure our services are cost-effective, we will review all areas of spend. We will work to ensure that services contain spending pressures within their allocated budgets. We will seek efficiencies before services are cut. We will look for innovative ways to increase our income. We will look at new and innovative models of delivery for services and how communities can be enabled to help themselves. We will ensure that resources are targeted onto areas of disadvantage and on preventative services and demand management.

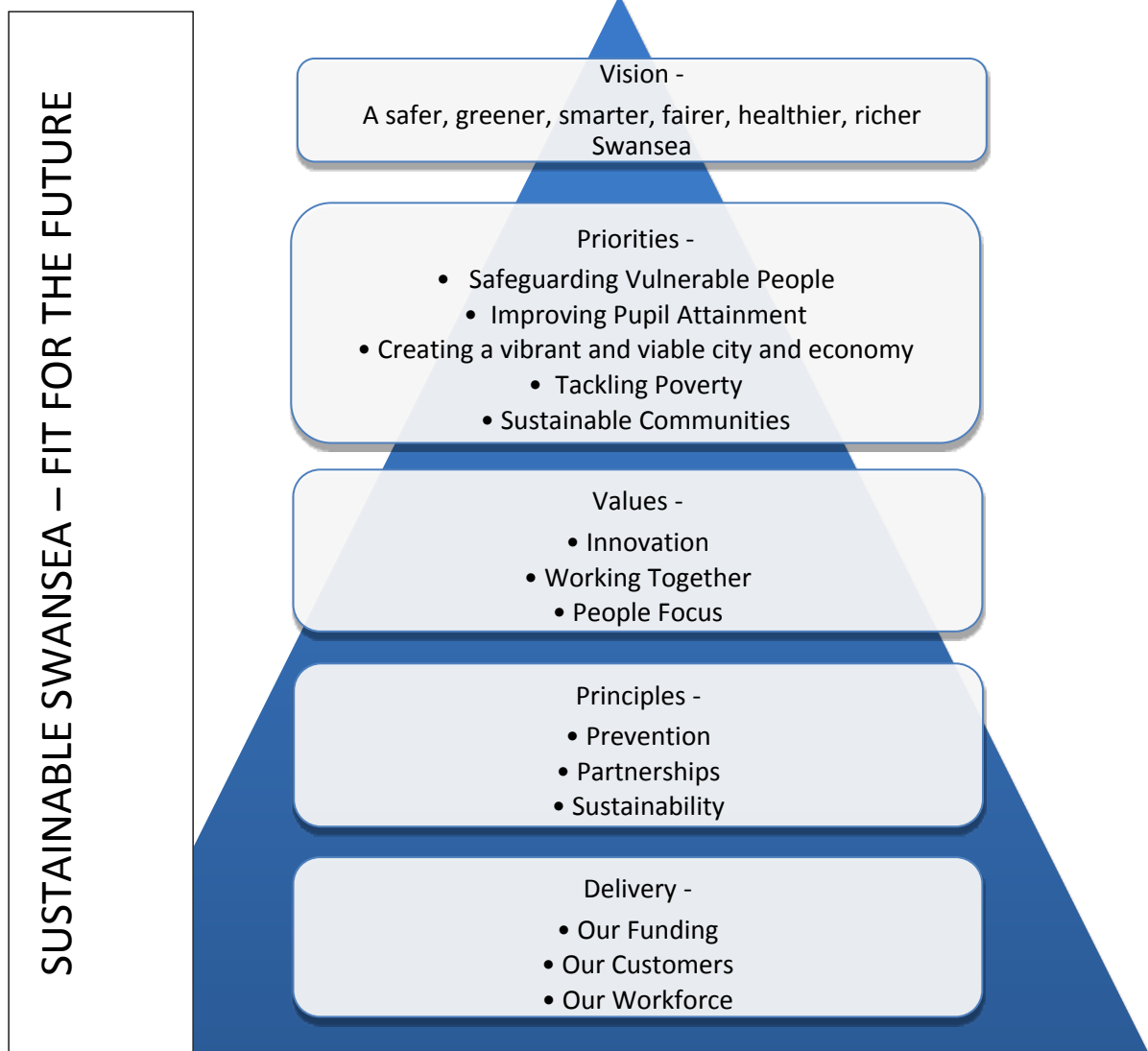
Our Customers

Despite these challenges, there is a reasonable expectation from residents that services will improve. People no longer want a 'one size fits all' approach. They want services that are responsive and adaptable to their needs. They want to access services in different ways and in ways that are more convenient for them. We will shift customer contact to digital self-service channels, whilst promoting digital inclusion. We will use customer insight, engagement and feedback to improve services. We will consolidate our customer services into a single service and we will support customers to use the new contact methods. But the challenges ahead also require a new relationship between residents and public services – which is reflected in Priority 5: Building Sustainable Communities. We will support residents, families and communities to be more self-reliant and resilient and to do more things for themselves.

Our Workforce

The workforce and the culture of an organisation are vital in achieving our aims and overall success. Our employees will need to work differently to meet our challenges and will need to be equipped with new skills and approaches in order to do so and to fulfil their potential. We will embed our corporate values promoting empowerment, innovation and personal responsibility into the organisational culture so that we can improve services and outcomes. We want employees to be aware of risks but not to inhibit innovation. We want an organisation where innovative thinking is enabled, encouraged and rewarded. We want an organisation where employees feel valued and supported and where success is rewarded. We want an organisation where there is a 'no blame' culture and where mistakes are seen as an opportunity to learn and improve.

Our Corporate Plan on a page



The Annual Review of Performance 2015/16

The Welsh Government requires all Councils to publish their plans for improving what they do and how they do it. The Corporate Plan 2015/17 *Delivering for Swansea* set out the Council's key priorities ('Improvement Objectives') for improvement and delivery.

The Plan shows how the Council's priorities 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 2015/17 is the Council's own self-assessment on its performance delivering its priorities as outlined in the Corporate Plan.

How is the Annual Review of Performance 2015/16 structured?

- **Part 1 – Executive Summary**
- **Part 2 – Summary of evaluations delivering the Council's priorities in 2015/16** – represents a summary where the Council presents a précised conclusion of its own evaluation of its performance delivering its priorities during 2015/16.
- **Part 3 – Working in partnership with others in 2015/16** – 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 priorities during the year?

You can get involved and have your say.

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

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>

You can contact the Council at any time by: Email to improvement@swansea.gov.uk
Telephone 01792 636852.

Part 1 – Executive Summary

Corporate Priority	Summary assessment	
1. Safeguarding Vulnerable People.	Mainly successful. Improvement prospects are good, with no major barriers.	
2. Improving Pupil Attainment		
3. Building a Vibrant and Viable City & Economy		
4. Tackling Poverty	Partially successful. Improvement prospects are good, with no major barriers.	
5. Building Sustainable Communities	Mainly successful. Improvement prospects are good, with no major barriers.	

Our Performance data for 2015/16 to support the self-evaluations can be found on our webpage:

<http://www.swansea.gov.uk/article/6780/Quarterly-and-annual-performance-reports>

Part 2 – Summary of our performance against our key priorities

Self-Assessment

This is our judgement or ‘self-assessment’ of progress meeting the priorities in 2015/16. Success is determined using a consistent self-evaluation framework. Success is measured by rating performance delivering each priority 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

Firstly, the following questions are addressed:

1. Why this is a priority.
2. What needed improving?
3. What were we going to do?
4. What worked?
5. Areas for development.
6. What are we doing in 2016/17

Performance and the prospects for improvement are then assessed and rated by placing an **X** in the appropriate cell in the matrix.

How successful have we been? (Performance)	Grade 1				
	Grade 2				
	Grade 3				
	Grade 4				
		Grade 4	Grade 3	Grade 2	Grade 1

Prospects for Improvement

We compare performance to other Council’s in Wales where there is national data available.

Safeguarding Vulnerable People

We have rated our progress meeting our *Safeguarding Vulnerable People* priority during 2015/16 and our prospects for improvement as follows:

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

<i>How successful have you been? (Performance)</i>	Grade 1				
	Grade 2			X	
	Grade 3				
	Grade 4				
		Grade 4	Grade 3	Grade 2	Grade 1

Prospects for Improvement

Why is this a priority?

Swansea Council is committed to ensuring that its citizens are free from harm and exploitation, including domestic abuse, child sexual exploitation, human trafficking and modern day slavery. We want people to be able to live as independently as

possible, in their own homes. We also want children to stay with their families or be supported in family settings, where it is safe for them to do so.

What needed improving?

Safeguarding vulnerable people needs to be seen as everybody's business in every service within the Council. We also need to raise awareness within our communities and with our partner organisations.

“Safeguarding” is a wider concept than the protection of children and adults and deals with the promotion of:

- Physical, emotional and mental well-being
- Protection from harm and neglect;
- Education, training and leisure;
- Contribution to society and the economy

What were we going to do?

Every organisation working with children, young people and adults should be committed to safeguarding, and to promoting their wellbeing and health.

- To ensure there is clear understanding amongst staff, volunteers, councillors and those working on behalf of the Council about the corporate safeguarding policy and guidelines for safeguarding children and adults.
- To ensure that each service in the Council has a clear understanding about how it contributes to safeguarding people and monitors how it does this.
- To develop and deliver a safeguarding training package to be used across all council services as well as specialist training for councillors.
- To develop a performance Improvement and reporting framework to measure the impact of the Corporate Operational Safeguarding policy.
- To make sure that the United Convention on the Rights of the Child is incorporated into the Council's corporate safeguarding arrangements.
- To ensure that we have effective arrangements for safeguarding and protecting those at risk from significant harm and exploitation, including domestic abuse, child sexual exploitation, human trafficking and modern day slavery.
- To ensure that local citizens know where to go to for advice and assistance regarding any safeguarding concerns they may have.

What has worked?

The Safeguarding Policy continues to be available to employees and to members of the public.

A 'Safeguarding' area has been created on staff web pages during 2015 to enable access to safeguarding information for both children and adults at risk of harm. The web pages clearly sets out information for the public on protecting children and safeguarding vulnerable adults including advice, how to report suspected abuse including contact details.

Full Council has adopted Safeguarding training as a mandatory course for all employees and Elected Members and it is being provided in the following ways:

- Face to Face training and E-learning courses for Councillors on an ongoing basis.
- Face-to-face training sessions is also used to complement the e-learning module, has been rolled out across the Authority.
- A one hour face-to-face safeguarding awareness training for frontline staff has been developed for staff currently not having any access to PC's (Spot it Report it) in addition to providing training in alternative ways.

All Safeguarding courses continue to be reviewed and updated on an ongoing basis, including the Training Plan and range of training.

Sharing ideas and good practice, in particular in service areas like Corporate Building and Property Services and Waste and Parks, which helps to improve outcomes for all.

Initiatives included employee briefing notes/newsletters, a standard agenda item for discussion in team briefings, designing and displaying posters in employee work areas, highlighting who their safeguarding lead is including their picture, contact details and the contact for Child and Family Services and Adult services.

Work has commenced in providing child sexual exploitation awareness training to employees, partners and third sector organisations.

Through the creation of Corporate Safeguarding Group the Council's performance improvement and reporting framework has been developed to measure the impact of matters arising from the Corporate Operational Safeguarding policy.

Areas for development

A clearer understanding on the Corporate Safeguarding Policy and guidelines for safeguarding children and adults particularly for staff, Councillors and organisations is required; a review of the Policy is scheduled for 2016/17.

The pace of progress around contractors who provide services commissioned and/or used by the Council to comply with the Corporate Safeguarding Policy has been slower than expected; work will be undertaken in 2016/17 to address this.

Safeguarding Leads continue to promote the Policy from time to time as relevant and this will continue to be re-enforced throughout services during 2016/17.

A number of Councillors and staff have not completed all of their Safeguarding training; training will continue to be offered on an on-going basis to encourage completion, e.g. some Social Services based staff have been identified as appropriate for e-training in the future.

Embedding the United Nation's Convention on the Rights of the Child (UNCRC) into the Council's corporate safeguarding arrangements already exists for childcare providers and voluntary organisations and these are detailed on the internet. Further planned work is expected during 2016/17 to re-enforce this.

Work will be undertaken to explore the opportunity to introduce Child Sexual Exploitation training online during 2016/17, which will help having effective arrangements in place to protect those at risk from significant harm

Public Service Board (PSB) members continue to identify how they will raise the profile of Domestic Abuse in their organisations and progress will be reported back to future meetings (Minutes of PSB 15 March 2016). This will ensure that a multi-agency response to address domestic abuse in Swansea is co-ordinated through the work of the PSB.

The wider communications plan for 2016/17 includes further work to develop the Authority's internet pages, which will inform local citizens on safeguarding issues.

We will ensure that Safeguarding is a key consideration in relation to the development of new models of service delivery and transformation being introduced by the Council, including online safety.

What are we going to do for 2016/17?

Every organisation working with children, young people and adults should be committed to safeguarding and to promoting their well-being and health.

We will ensure that there is clear understanding amongst staff, volunteers, Councillors, trade unions and those working on behalf of the Council about the Corporate Safeguarding Policy and guidelines for safeguarding children and adults.

We will work towards ensuring that contractors who provide services commissioned and/or used by the Council comply with the Corporate Safeguarding Policy by reviewing during 16/17 that they have the appropriate standards, practices, guidelines and training in place around safeguarding

We will ensure that each service in the Council has a clear understanding about how it contributes to safeguarding people and monitors how it does this.

We will develop and deliver safeguarding training packages to be used across all Council services as well as specialist training for Councillors.

We will make sure that the Council's corporate safeguarding arrangements are informed by the United Nation's Convention on the Rights of the Child (UNCRC).

We will ensure we have effective arrangements for safeguarding and protecting those at risk from significant harm and exploitation, including domestic abuse, child exploitation and human trafficking.

We will co-ordinate a multi-agency response to address domestic abuse in Swansea through the work of the LSB and a strategy to reduce domestic abuse in Swansea.

We will ensure that local citizens know where to go for advice and assistance regarding any safeguarding concerns they may have.

We will ensure that safeguarding is a key consideration in relation to the development of new models of service and transformation, including online safety.

Improving Pupil Attainment

We have rated our progress meeting our *Improving Pupil Attainment* priority during 2015/16 and our prospects for improvement as follows:

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

How successful have you been? (Performance)	Grade 1				
	Grade 2			X	
	Grade 3				
	Grade 4				
		Grade 4	Grade 3	Grade 2	Grade 1

Prospects for Improvement

Why is this a priority?

We want every child and young person in Swansea gain the skills and qualifications they need to succeed in life. Currently too many children and young people are not attending school regularly and are not achieving the skills and qualifications that they need to go on into further education, employment or training.

What needed improving?

We need to ensure that all children and young people attend school regularly so that they have a better chance of improving their skills and qualifications. Educational outcomes in Swansea have shown good improvement in recent years. The focus on improving outcomes for ALL children and young people remains. Raising aspirations and effective work will stop poverty and disadvantage holding back improvement and opportunities.

What were we going to do?

Schools with low attendance will be challenged to improve. Officers of the authority will work with each of these schools to ensure they know what they have to do to improve.

The focus on improving literacy in English and Welsh at all ages will remain so that pupils are able to read and follow the curriculum. Pupils' success will be monitored at the end of key points in statutory education up to age 16.

Schools with low performance will be challenged to improve. There will be an increased emphasis on schools helping each other as well as being supported by the authority

What has worked?

Pupil Success

- Overall performance is strong for the 2014-2015 academic year; the majority of indicators have reached their targets.
- Examination results at Key Stage 4 (age 16) were increased on the previous year, with the Level 2 Inclusive Threshold up by 4.9% to 64.0%, which is the largest increase seen for this measure in Swansea to date; the Wales figure was 57.9%.
- Results for teacher assessment in English and Welsh languages at Foundation Phase, Key Stage 2 and Key Stage 3 were also all improved:

2014-15	foundation phase	key stage 2	key stage 3
English	87.0% Up 1.5%	90.9% Up 2.1%	87.6% Up 2.5%
Welsh	92.2% Up 3.1%	92.9% Up 3.4%	93.2% Up 3.3%

- National Reading Test results for Swansea were good, exceeding targets set.

- To ensure that standards are raised and maintained in both literacy and numeracy, schools are following the national literacy and numeracy framework ensuring that there is a clear strategy in place for pupils.
- In the academic year 2013-2014, 27.3% of eFree School Meals (eFSM) pupils achieved the Level 2 Inclusive threshold. In the 2014-2015 academic year, this increased by 12.2% to 39.5%.

Attendance

- Attendance continued to improve in both primary and secondary schools. Primary attendance rose to 94.9% (previous year was 94.4%), matching the all Wales figure. The rate of improvement was the highest in Wales at 0.5%. Secondary attendance rose to 94% (previous year was 93.3%), the highest of all Welsh urban authorities. The rate of improvement at 0.7% exceeded the Wales figure by 0.2%.
- At the start of the 2015-2016 academic year there has been an increase in attendance in the autumn term in comparison to the same term the previous year.
- Schools in the lower quartiles will receive a joint EWS/challenge adviser visits to help improve attendance figures
- Most schools now have a clear strategy to improve their attendance and evidence to prove it has worked

Schools with low performance

- The new national categorisation system was implemented with a baseline of 22 green schools in the 2014-2015 academic year and this has continued to improve into the start of the 2015-2016 academic year with an increase in the number of green/yellow schools and a reduction in red/amber schools according to the new national categorisation system.
- A number of ways have been identified in which schools are being supported:
 - Support from performance specialists for literacy and numeracy for targeted schools for 2015-2016.
 - Challenges by challenge advisers.
 - Regional leaders of learning working in target schools identified with the local authority.
 - A new performance specialist for literacy in Welsh was appointed during June 2015.

Areas for development

Continue year-on-year improvement in Welsh language performance, improved from 2013-2014 decrease in Foundation Phase and Key Stage 2.

Development of an incentivising attendance and exclusions scheme by exploring ways of improving pupil engagement and attendance.

Further improvement to the number of schools in yellow and green categories according to the national categorisation system.

Support and challenge by governing bodies and senior managers in schools helps to deliver good outcomes by being challenged annually at autumn core visit / second core visit by challenge advisers. The local authority is looking to schools to move towards the concept of 'school-to-school support' and away from dependency on the local authority central support.

Keep the number of fixed term and permanent exclusions low.

The Pupil Referral Unit (PRU) is working closely to deliver good educational outcomes for learners by ensuring that numbers are reduced through an identified programme to develop the capacity to manage challenging behaviour. The reorganisation of the Education Otherwise Than at School (EOTAS) provision will ensure that the needs of our most vulnerable and challenged children are central to this approach.

What are we going to do for 2016/17?

Schools with low attendance will be challenged to improve. Officers of the authority will work with each of these schools to ensure they know what they have to do to improve.

The focus on improving literacy in English and Welsh at all ages will remain so that pupils are able to read and follow the curriculum. Pupils' success will be monitored at the end of key points in statutory education up to age 16.

Schools with low performance will be challenged to improve. There will be an increased emphasis on schools helping each other as well as being supported by the Authority.

Creating a Vibrant and Viable City & Economy

We have rated our progress meeting our *Creating a Vibrant and Viable City & Economy* priority during 2015/16 and our prospects for improvement as follows:

Rate Performance	Rate Prospects for 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)	Grade 1				
	Grade 2			x	
	Grade 3				
	Grade 4				
		Grade 4	Grade 3	Grade 2	Grade 1

Prospects for Improvement

Why is this a priority?

Swansea is at the heart of the City Region and the future success of the region depends on a vibrant and viable City Centre. A thriving mixed use City Centre will support the prosperity of our citizens and help to deliver the anti-poverty ambitions for Swansea.

What needed improving?

- Attractiveness and vibrancy of the City centre.
- Creating better quality retail, office, leisure, & residential floor space.
- Creating more and better quality jobs.
- Helping the long-term unemployed and economically inactive into jobs.
- Creating a destination for visitors, shoppers, businesses and residents.
- Consolidating the City Centre's role at the heart of the city region.

What were we going to do?

To Realise the Potential, we will:

- work to deliver physical regeneration of the City Centre in line with our revised City Centre Strategic Framework – in particular, property construction and enhancement and delivering enabling infrastructure to support site development;
- secure regional, Welsh Government and European funding support for the regeneration of the City Centre;
- expedite the completion of development briefs, marketing of sites and appointment of developers;
- attract new indigenous and inward investment development;
- create employment and training opportunities through the application of Beyond Bricks and Mortar;
- recognise the importance of a competitive digital infrastructure to support the city's economic growth, investment and productivity gains;
- envisage that footfall will increase over time as a consequence of investment.

What has worked?

The Council appointed Rivington Land and Acme in February 2016 to manage the regeneration of the site both north and south of Oystermouth Road that's made up of the former St David's shopping centre, the St David's multi-storey car park and the LC car park.

Trebor Developments were appointed in February 2016 to lead the regeneration of the Civic Centre site.

The Council's "Realising the Potential" programme, which utilises Welsh Government Vibrant and Viable Places (VVP) funding, has achieved its outputs delivering 3730sq m of commercial floor space and 33 new residential units.

As part of the Kingsway Employment Hub a number of properties have been acquired along the Kingsway in order to enable delivery of the vision set out in the

City Centre Framework. Internal demolition works commenced on the former Oceana nightclub building.

The Council has facilitated a property transaction and approved the planning application for the development of a major student accommodation development at Mariner Street. The project is due to start in the Autumn and will help continue the regeneration of Swansea's High Street.

The Swansea Bay City Region has submitted an 'Internet Coast' City Deal bid to the UK and Welsh Governments with the aim to address the challenges of energy, health and well-being and economic acceleration by harnessing the transformational power of digital networks and the asset base of Swansea Bay.

A regional marketing suite and virtual inward investment team was established at the Bay Campus.

Work to improve a busy Swansea city centre road (West Way) for motorists, buses and pedestrians commenced during 2015/16 with works expected to last until the autumn 2016. The new road layout close to the City Bus Station to help improve bus movements and is being funded by the Welsh Government's Vibrant and Viable Places Swansea City Centre Regeneration programme that was awarded in June 2014.

The draft Masterplan produced jointly by Neath Port Talbot County Borough Council and the City and County of Swansea for the Fabian Way Innovation Corridor Strategy was made available for public consultation from 1st December 2015 to 25th January 2016.

The Destination Swansea Bay document 2013-16 was revised October 2015 which is the Industry's statement of intent on how it will collectively identify, acknowledge and improve the visitor experience over the next few years. This document helps to improve, expand and diversify appropriate leisure, tourism and heritage facilities and infrastructure.

Tourism for the Swansea Bay economy has topped the £400m a year mark with new figures for 2015 showing that tourists spent £401.68m throughout the year in Swansea Bay an increase of 1.8% on 2014. The STEAM figures (Scarborough Tourism Economic Activity Model) and also show visitor numbers increased by 2.1% to 4.56m and that the number of jobs supported by tourism increased by 3.2% to 5,718.

There was an increase in the number of projects for 2015/16 with social benefit clauses & Beyond Bricks and Mortar in their contracts with 20 for the year. This

created a number of 343 employment weeks via Beyond Bricks & Mortar for unemployed and economically inactive.

Planning permission was granted for the University of Wales Trinity Saint David (UWTSD) SA1 Waterfront development.

Areas for development

The Council is working alongside the Rivington Land and Acme to further the City Centre proposals carrying out comprehensive site investigation works and to attract tenants. It is envisaged that an outline planning application will be submitted in 2017.

Likewise, with Trebor Developments, we will work to develop the City Centre site in meeting the requirements for apartments, town houses, cafés and restaurants and a new public space.

With support of the Council, the Icon 21 Development will commence construction at Mariner Street this Autumn providing significant student accommodation and a number of shops and businesses. The scheme includes a tower, with an iconic sloped roof design and will be Swansea's second tallest building and among the tallest in Wales.

Funding applications will be submitted to WEFO to secure funding to progress the Kingsway masterplan delivery. The structural demolition of the former Oceana will commence.

European Social Fund (ESF) funded regional projects, Workways 2 & Cynnydd, will be delivered to help address economic inactivity issues in Swansea

The VVP programme will be completed this year, utilising Welsh Government funding.

Progress the Hafod Copperworks Stage 1 project utilising Heritage Lottery Funding (HLF) funding.

The City and County of Swansea Deposit Local Development Plans (LDP) to be presented to council in June 2016 and endorsed for a public consultation. The public consultation process will be ongoing throughout July and August. Following any focussed changes arising from the consultation, the LDP will be submitted to Welsh Government for independent examination.

Consultation was undertaken on the Fabian Way Innovation Corridor Strategy ending in January 2016. Once the final Masterplan Framework has been approved,

the document will be adopted as Supplementary Planning Guidance (SPG) to the Authorities' respective Local Development Plans LDP.

The Gower Area of Outstanding Natural Beauty (AONB) Management Plan, a statutory 5 year management plan sets out a vision for the AONB laying out our aspirations for the future, and the work that will be needed - It is anticipated that this management plan will be reviewed and published by 2017.

Specialist design work for new Swansea Council homes to commence during 2016/17. High energy efficiency standards and employment opportunities for local people in pilot schemes in Penderry and Llansamlet in the construction of more affordable homes. It includes a mix of new apartments and family houses on Milford Way, while the plans for the Llansamlet scheme at Parc y Helig include several one and two-bedroom apartments. It is anticipated that work will start on site later in 2016. This initiative will help towards meeting the community needs and supporting sustainable economic growth.

The Authority is replacing the kitchens and bathrooms in Council homes in Gendros, Bonymaen St Thomas and Port Tennant. Contractors delivering the work are required to deliver a range of community benefits including offering apprenticeships and training opportunities for local people.

What are we going to do for 16/17?

Reinforce and improve the City Centre as a vibrant regional destination for shopping, culture, leisure, learning and business.

Work to deliver the physical regeneration of the City Centre in line with our revised City Centre Strategic Framework – in particular, property development and enhancement and delivering enabling infrastructure to support regeneration.

Explore and bid for funding sources to support the regeneration of the City Centre and associated transport improvements.

Continue to prepare design guidance, development briefs, market sites and appoint developers.

Ensure Swansea represents a strong commercial opportunity for new indigenous and inward investment development to deliver the Council's priority regeneration schemes.

Create employment and training opportunities through the application of the *Beyond Bricks and Mortar* programme.

Capture and maximise wider opportunities to create employment and training places, work experience, apprentice opportunities and graduate placements by;

- Implementing the new wider Corporate Community Benefit policy which will capture all the Councils activities where community benefits can add value including service and supply contracts, planning applications and sale of land;
- Implementing the new Corporate Apprentice scheme to extend opportunities for work experience, apprentice opportunities, graduate placements etc across the Council departments for young people, long term unemployed and disadvantaged groups in Swansea

Work with partners to continue the delivery of a competitive digital infrastructure to support the city's economic growth, investment and productivity gains.

Progress the Local Development Plan (LDP) and supporting supplementary planning guidance, such as the Fabian Way Innovation Corridor Strategy, and the Area of Outstanding Natural Beauty (AONB) Management Plan.

Support development that positions Swansea as an economically competitive place and an economic driver for the City Region.

Facilitate growth and diversification of the local economy and an increase in high value, skilled employment.

Ensure that communities have a sufficient range and choice of good quality housing at sustainable locations to meet community needs and support sustainable economic growth.

Promote and enhance a diverse and sustainable rural economy.

Improve, expand and diversify appropriate leisure, tourism and heritage facilities and infrastructure.

Develop Swansea as a City of innovation and grow higher value economic activities.

Tackling Poverty

We have rated our progress meeting our *Tackling Poverty* priority during 2015/16 and our prospects for improvement as follows:

Rate Performance	Rate Prospects for 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)

Grade 1				
Grade 2				
Grade 3			X	
Grade 4				
	Grade 4	Grade 3	Grade 2	Grade 1

Prospects for Improvement

Why is this a priority?

Our vision is that Swansea citizens will be aspirational and have the confidence and resources to make their aspirations a reality. We want everyone, regardless of where they live, to live in a vibrant, supportive place, where they feel proud to belong to the community. We want people to have aspirations for their communities and families

that are challenging, rewarding and uplifting. We want to have communities of ambition, where young people strive for a better future, and get the help and support they need to make it a reality. We want to provide strong role models for children and adults, from whom they can learn and with whom they can try out new options for themselves, which may have been beyond their wildest dreams. Most of all, we want people to be proud to be a part of the place that is Swansea.

For the purpose of the Welsh Index of Multiple Deprivation, Wales is divided into 1896 Lower Super Output Areas (LSOAs). Swansea has an above average share of LSOAs featured in the top 10% most deprived in Wales, with 17 (12%) of its 147 LSOAs now ranked in the top 190 (10%) most deprived. The degree of inequality in Swansea can be expressed by the fact that Swansea also has the third most affluent LSOA in Wales.

What needed improving?

The Council needs to do things differently, and to ensure that the whole organisation is focused on efforts to tackle poverty. The Tackling Poverty Strategy outlines three key areas for the Council to develop:

- Empowering Local People
- Changing Cultures
- Targeting Resources.

Specific areas of improvement are outlined in the Strategy Action Plan under each of these headings. The outcomes we are seeking to change are outlined below.

What were we going to do?

The Council has developed a Tackling Poverty strategy and Action Plan which focuses on a clear set of activities to tackle poverty and involve those who are experiencing it.

We said we will;

- Seek to re-direct resources to support this agenda.
- Introduce a partnership to better co-ordinate services at a local level.
- Seek to relocate more of our workforce into the community.
- Introduce high profile opportunities for people who experience poverty to challenge faith, business and civic leaders.
- Devise more opportunities for local people to have greater say on what happens in their area.
- Continue to further develop our existing work in this area through a number of programmes such as Communities First, Families First and Flying Start.

What has worked?

- The Council is continuing to deliver the actions aligned to the Tackling Poverty Strategy and Action Plan, with some of the actions spanning over 3 years. The action plan has been reviewed to ensure the outcome of the Tackling Poverty Strategy measures the difference it was intended to make. To date we have started 60.87% of activities in the action plan.
- The Council continues to work with partners such as Citizens Advice Bureau and LASA Credit Union to mitigate the impact of Welfare Reform offering advice, assistance and access to affordable loans.
- Within the Council the Welfare Rights Team continues to support people to maximise the benefits they are entitled to. The Housing Benefits Team continues to ensure people receive their benefits in a prompt and timely manner. The Council is continuing to work on mitigating the impacts of Welfare reform, part of which is our role in training staff and partners on Welfare rights and benefits advice. This still remains a priority and is a continuing programme of work with training being updated.
- The Communities First, LIFT and Communities for Work Programme are now fully operational to support people with their employability and into employment.
- The Young Peoples Service continues to work with 11 – 25 year olds to directly support those most vulnerable. Currently the rate of young people aged between 17 and 18 years old who are NEET stands at 5.23%.
- The Early Years Strategy and Action Plan are owned by the Healthy Cities Board preparing children for the best start in life and readiness for school. We have achieved through Flying start initiatives children assessed as performing at or above the developmental norm as 56.29% for 2 year olds and 60.7% for 3 year olds.

Areas for development

There are a number of key areas which we as a Council have considered as being areas for improvement and are working to address, such as:

- Children having the best start in life and being able to achieve in their early years enabling them to learn and thrive.
- Families are supported to live healthy lives
- Young People having choices and opportunities when they are in school and when they leave school to enter learning, training and employment.

- For families and individuals to be able to have a good standard of living, which means having well paid employment and claiming the right benefits they are entitled to.
- For people to live in good quality affordable homes, which support sustainable communities.

Therefore the areas we are seeking to develop are:

- Through our work with partner organisations and our own of programmes such as Communities First, Families First and Flying Start we need to focus on ensuring high quality services are accessible for children between 0 – 7 years and that all children are able to be ready for school in terms of early development.
- There needs to be a focus on family support to ensure children of all ages maximise their learning potential, especially ensuring young people enter into further education, employment and training opportunities post 16 years of age.
- We need to further increase community involvement to enable people to become more resilient within their communities and more involved in decision making and running services in their areas.
- We need to continue to tackle poverty and work in partnership to address inequalities and life chances.
- Swansea has come a long way in providing decent housing but we need to continue to improve the quality of homes and housing supply.
- The measures included in the Tackling Poverty Priority for 2015/16 have been reviewed for robustness and fitness for purpose to ensure that there is a better more specific set identified to measure progress on the key areas that this priority is seeking to improve in 2016/17.

What are we going to do for 2016/17?

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

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

Swansea is implementing the Youth Progression and Engagement Framework by::

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

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

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

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

- Community involvement and action.
- Swansea's Tackling Poverty Strategy and action plan.

Swansea will improve housing quality and supply by:

- Improving the Council Housing stock up to the Welsh Housing Quality Standard.
- Providing new and additional affordable housing units.
- Preventing homelessness.
- Leading and promoting the improvement of housing conditions in the private sector.

Building Sustainable Communities

We have rated our progress meeting our *Building Sustainable Communities* priority during 2015/16 and our prospects for improvement as follows:

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

How successful have you been? (Performance)	Grade 1				
	Grade 2			X	
	Grade 3				
	Grade 4				
		Grade 4	Grade 3	Grade 2	Grade 1

Prospects for Improvement

Why is this a priority?

We need to build and support sustainable communities because this will result in better outcomes for people and reduce the cost of services. Sustainable Communities are ones people want to live, work and bring up their families within. These are communities in which vulnerable people find support, people run businesses, and families work well and stay together.

Current models of service delivery are unsustainable and do not always provide the best outcomes for people. Swansea is changing and residents' needs are changing too. Transformation of services is vital to meet the challenges of the future and this is made more urgent by the significant budget cuts we are facing.

We also need a new relationship between residents and public services. Residents, families and communities need to be more self-reliant and resilient and to do more things for themselves. Planning policy and our approach to asset management needs to ensure that communities can be sustained and that they have the assets they require.

What needed improving?

There were six main areas where sustained and long term change was needed:

- Supporting people and communities to help themselves and to run more local services.
- A significant focus on early intervention and preventative actions.
- A new understanding with residents about the future role of the Council and what we will and will not do in the future.
- System wide change, working with partners across Swansea.
- Ensure that our Planning Policy and Local Development Plan contribute towards building communities which remain cohesive and viable.
- Ensuring that community assets (people and places) provide the most effective and efficient way of providing services to those that need them most.

What were we going to do?

We planned to:

- Implement a range of new schemes using a Prevention Budget aimed at reducing the need for services over the longer term.
- Promote independence to keep people living at home or in the community for longer and reduce admissions to residential care.
- Work with the voluntary and community sector in Swansea to promote community action, build capacity and develop projects for communities to run services, manage assets and build cohesion
- Undertake further widespread community engagement about the future role of the Council and what we expect residents, families and communities to do in the future to support themselves
- Agree a new approach to service integration, pooled and community budgets and joint delivery with the Local Service Board.

- Through our Planning Policy and the Local Development Plan ensure that development is sustainable and communities have the assets and support that they need.
- Commit to undertake area reviews of all assets and explore opportunities for community asset transfer.

What has worked?

The adult social care service has continued to promote independence and a huge level of investment has been made into intermediate care services to allow for people to be better supported in the community.

With additional support and help provided by the Council, the majority of people are going home after a short stay at the community based residential reablement beds at Bonymaen House. For those individuals that go through the Council's reablement home care service there is a reduction in home care hours required.

Whilst residential care numbers as a whole has stayed static, the number of admissions has not reduced. However, those going into residential care are those that either want to or those who can no longer be supported in the community.

Those entering residential care are also getting older and tend to remain there for less time than historically. It is unsurprising that admission rates have not decreased when there is an ageing population; but the important thing is that those that wish to remain at home are able to do so.

Although the Prevention Fund Schemes have had a wide range of success, it is difficult to evidence if they have reduced the need for services over the longer term as they catch people at the earliest stages before they ever reach a service. Evaluation of the service is based on what they 'might' have received if they did not have the alternative intervention. From a social care point of view, 4 schemes were supported – Local Area Coordination, Adult Family Group Conferencing, the "Turn up and Fix It" project and a Volunteer befriending scheme.

Local Area Coordination has been embedded into 3 discreet areas of Swansea and at the turn of the new financial year was due to be expanded into a further 3 areas. An evaluation of the scheme up until March is due, which will demonstrate the social return on investment and evidence the potential saving in relation to recourse to other services.

Overall the Prevention Budget has been a successful way of trialling and embedding good preventative and early intervention practice into service delivery with a number of the projects being embedded into mainstream delivery and others are continuing to be trialled.

Early indications show some initial successful outcomes for older people, children and their families, professionals in schools, and vulnerable school pupils. However the most effective projects have been run internally in which staff have trialled new methodologies and provided internal training to staff, as well as support to partners to change their practices.

Through the commissioning reviews and engagement surrounding them, the Council have endeavoured to explain to the public and stakeholders the reason why services need to change to meet changing needs as well as be delivered within the challenging financial footprint.

In order to assist the Community Asset Transfer process the Council has adopted a policy which is now available to members of the Public to help streamline and simplify.

This has helped as previously due to the lack of understanding of what a Community Asset Transfer actually entailed, there have been significant officer time involved in assisting organisations when their expectations are either not able to be met, or what has been proposed has not supported Council policy and objectives.

There have been a number of asset transfers by way of a licence for bowling greens, pavilions, OAP pavilions, to ensure the continuance of these community activities with 5 successful bids to the Community Action Transformation Fund in 2015/16. Overall, 10 applications were received in 2015/16 and 5 were approved by the External Funding Panel. Four of these bids were for Bowls Association to run the services themselves and the other bid transferred the maintenance for running the clock on St Thomas Church. By transferring these services to communities the saving to the council is estimated at 69K per annum. The Community Action strand of the *Sustainable Swansea* programme is working with partners to advertise the role of the funding and people's route to apply.

The Community Asset Transfer process has assisted all bowls greens being devolved to either community bowls associations, individual clubs or Community Councils, who have comprehensive responsibility for maintenance of the green.

- 8 greens are maintained by the club or association themselves or by way of an external contractor.
- 8 greens are maintained by Parks to a specification agreed with the community bowls associations, individual clubs or Community Councils, who are charged for the maintenance arrangements.
- 6 greens are not in use and are subject to minimal maintenance and 1 green has been turned into a play area.

Through work in the community about the future role of the Council and what we expect residents, families and communities to do in the future to support themselves, residents and businesses have increased their recycling efforts, with recycling performance increasing from 56.5% in 2014/15 to 59.5% in 2015/16.

The digital strategy has been underway since January 2016 and is supporting the communities through increased self-service. The strategy is not only about self-service, it is digital supporting non-digital delivery, especially for the most vulnerable. Digital supports staff with advanced technology and systems so they can support the communities more effectively and efficiently and the Council has increased WiFi in its public buildings so the public can self-serve.

The Council has increased its range of digital technology and automated telephony for those members of the public that prefer to self-serve and this will continue in 2016/17 including the 'internet of things' and use of sensors / devices towards becoming a Smart City.

Areas for development

On 6th April 2016, the Social Services and Wellbeing Act came into force and within it the need to promote independence and wellbeing, as well as look at providing good quality information, advice and assistance. Within this there is also a requirement for direct payments to be considered as the default option. We will therefore look to develop initiatives that allow people to have more choice and control such as direct payments. We will also develop our approach to providing information, advice and assistance across the Council and with our partners. Therefore we need to make sure we work better with the third sector to achieve our aspirations in relation to building sustainable communities. We will seek to develop a Third Sector Strategy.

Ensuring we have the right preventative/early intervention services remains a challenge. The Council is therefore adopting an overall Prevention Strategy to set out the strategic direction and will come up with investment proposals that focus on key interventions that can prevent the recourse to more costly services as well as promote wellbeing at the earliest opportunity. As part of this, we plan to expand Local Area Coordination to 3 further areas.

Whilst performance has improved in reablement and supporting people in the community, we need to continue to develop and fine tune our model of reablement both in residential reablement beds and the home care service. This will ensure that we can provide people with time limited support to enable them to remain independent in their own homes. This along with other changes across community

services will help us to achieve our targets in relation to reduced admissions in residential care.

The Prevention Fund schemes included 6 projects in total. Out of these 2 are embedded, 2 are successful but not embedded at this stage and 2 are at too early a stage to determine the success. Creating new innovative projects took time with staff changes, resources being moved which resulted in some delay to these projects starting. The outcomes they are aiming to achieve cannot always be measured in the short term. A final report has been produced and 4 projects are being carried forward into 2016/17. Further investment in early intervention can achieve better outcomes, preventing and delaying service need and reducing cost. The Prevention Budget will aid the piloting of the additional projects based on an invest to save approach, aimed at changing behaviours and preventing the need for involvement of costly specialist services.

On Community Asset transfer, notwithstanding the clarity provided by the new guidance, this is still very much a reactive process and the only way to progress matters further would be to commence a more proactive approach. It is proposed during the course of 2016/17 that we continue to refine the existing community asset transfer policy and in specific areas of activity to approach existing and known organisations to try and assist them through the process.

Within the Council, every service is undergoing a commissioning review between 2015 and 2017 to ensure it is fit for the future and delivering to the public in the most efficient and cost effective way.

As an example, an outcome from the Waste Management review proposed there needs to be improvements to the Household Waste Recycling Centres performance after an analysis has shown that all Household Waste Recycling Centres are accepting waste that is currently being sent to landfill, which should be recyclable. This improvement is planned for 16/17.

What are we going to do for 2016/17?

We plan to:

Review schemes associated with the 'Prevention Budget' aimed at reducing the need for services over the longer term.

Ensure that communities have access to a full range of preventative services, which allow them to promote their wellbeing, live healthy and active lives and prevent them requiring access to statutory services wherever possible. In doing this, we plan to develop Local Area Coordination further.

Promote independence to keep people living at home or within the community for longer and reduce admissions to residential care. In doing this, promote housing options such as sheltered housing and supported living.

Give people more choice and control over their own care through initiatives such as direct payments.

Work with the voluntary, community, public and private sector in Swansea and the wider region to promote community action, build capacity and develop projects for communities to run services, manage assets.

Develop a Third Sector Strategy and a COMPACT outlining how we plan to work and communicate with the third sector.

Improve the cohesiveness of communities so that people like where they live and who they live with.

Undertake further widespread community engagement about the future role of the Council and how we can support residents, families and communities to support themselves.

Engage with communities further to increase community involvement in local services.

Provide community information, advice and signposting to enable people to take advantage of community based resources and help them meet their own needs.

Promote better working with our partners and clarify our roles so our relationships are effective and enable us to plan better to meet the needs of our residents.

Improve Council planning with improved intelligence so that we have a more informed view of community needs.

Part 3 – Working in partnership with others in 2015/16

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.

An interim regional contract is in operation while a long-term regional contract is being procured.

We are collaborating with Welsh Government, Pembroke, Carmarthen, Neath Port Talbot and Bridgend to explore the viability of a regional residual waste treatment solution utilising Energy from Waste technology.

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 2015, with a long term solution anticipated to start in August 2017

Residual Waste Procurement

Discussions have been held with Welsh Government and other regional authorities to confirm intention to participate in feasibility studies. The Scope of study is to be discussed.

Education – School Improvement Services

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

The collaboration to deliver a regional school improvement service 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 2015, 37 out of 93 primary and secondary schools in Swansea were 'green' which is the category for highly effective schools where the least amount of support is required.

There is a target to increase this to that at least 75% of schools are in the 'green' or 'yellow' category by 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 provides strategic guidance for the ongoing collaboration between the four local authorities in South West Wales, the private sector, and Higher/Further Education.

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

What progress have we made towards the intended outcomes?

The Swansea Bay City Region (SBCR) Board has submitted a high-level City Deal proposal to the Chancellor of the Exchequer and Secretary of State for Communities, which aims "to tackle the structural challenges holding back our economy and

reduce the gap between our performance and the rest of the UK in terms of wealth creation.”.

The Swansea Bay City Region’s City Deal proposal is based upon the development of three integrated strands: energy, health and wellbeing, and economic acceleration.

In essence it aims to innovate, test, trial and commercialise internet-based solutions that will transform the future of these sectors. More specifically, the City Deal will: -

- Create a smart and efficient “Future Energy System” that will integrate the region’s significant asset base in renewable and conventional energy production and the testing and commercialising of integrated Future Energy Systems;
- Advance health and wellbeing by delivering a network of health science “Medi-parks”, Wellness Centres and other assets. Building on a new digital architecture it will transform the delivery of health and social care in the region and contribute to the advancement of genomic medicine in analytics and diagnostics in the UK via network-based solutions, and;
- It will also position Swansea Bay as an international internet gateway between London and North America by developing infrastructure in partnership with the private sector that will simultaneously establish Swansea and its hinterland as a ‘City of Innovation’.

The SBCR Board City Deal proposal has been positively received by UK and Welsh Government.

The proposal is a high-level summary of the SBCR Board’s vision, and further work is now underway to further scope the programme of key projects that will deliver the Board’s ambition

Transportation

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

From 1st April 2014 Welsh Government funding for bus services has been changed and a new Grant, the 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.

The Council has collaborated closely with Swansea University, Neath Port Talbot County Borough Council and First Cymru over the past two years to ensure that high quality, high frequency public transport services were planned and put in place in order to support the large movements of staff and students between the Singleton and Bay Campuses.

These services have been very successful with the vast majority of students travelling to Bay Campus, arriving by bus. A similar joint working approach is beginning in order to support the separate new campus development being prepared by University of Wales, Trinity St. David.

The City & County of Swansea has also collaborated with Neath Port Talbot County Borough Council in the production of a 'Cycle Map for Swansea Bay'. The joint development of the map has produced a resource which seamlessly shows the available walking and cycling routes across both Local Authority areas and serves to promote the health and wellbeing of the local population as well as supporting the further promotion of sustainable transport measures.

A Regional Wheels to Work scooter hire scheme covering Swansea, Neath Port Talbot and Carmarthenshire has been developed which will assist those who are unable to access employment, education or training due to transport difficulties. The first part of the scheme has commenced and its expansion is being considered.

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 30 loans to the owners of empty properties in Swansea with two being repaid so far.

Partnership with Dwr Cymru

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

We are working with Dwr Cymru to deal with misconnected drains to ensure that rain water and sewage end up in the right network; also we work with them to control rat populations in the sewer system

Delivery of a West Glamorgan Feed Enforcement Service in partnership with Neath Port Talbot Council

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

This has resulted in a work programme co-ordinated across the two Councils, which ensures that the premises liable for inspection are completed in accordance with risk.

The system of regional working is required by the Food Standards Agency in Wales and allows them to report to the European Commission that animal feed regulation are being properly implemented to safeguard food production.

What progress have we made towards the intended outcomes?

The inspection programme for 2015/16 was fully completed across the region. The inspection programme for 2016/17 has been prepared and is being implemented and reported quarterly to the Food Standards Agency in Wales.

Western Bay Health and Social Care Programme

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

The Western Bay Regional Partnership Board comprises representative leaders from 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 regional partnership was established primarily as a health and social care programme in response to the continuing demand on social care and health services and a recognition that working jointly across the footprint of the Health Board would realise consistency of delivery for service users and also sharing of good practice.

It was also in response to the policy drive concerning collaborative working across public services in 2012 with the purpose of integrating and sharing services, and to become more effective in achieving the best possible outcomes for service users and carers across the region.

Initially, the programme covered several work streams of common interest to the core partners but after a governance review in 2013, it was recognised that the programme should be split into two tiers.

'Tier one' focuses on the key transformational projects which report directly to the WB Leadership Group Board and the WB Partnership Forum; 'Tier two' are those work streams that deliver 'business as usual' collaborative action.

What progress have we made towards the intended outcomes?

The 5 transformational projects at 'Tier 1' have now been reduced to 4:

Community services (older people's services) – implementation and evaluation of the intermediate care service and moving into a further phase of community services; Prevention and wellbeing, and in particular information, advice and assistance; local area/ community coordination; social enterprise and a wellbeing resource.

Contracting and Procurement -a cross cutting project concerned underpins some of the commissioning parts of the programme.

Workforce development is the final workstream.

Also the Western bay Leadership Board oversees the regional implementation of the Social Services and Wellbeing (Wales) Act 2014 ('the Act').

Tier 2 service areas currently included in the draft governance structure are as follows:

- Regional Area Planning Board for Substance Misuse.
- Regional Collaborative Committee – Supporting People.
- Safeguarding Adult and Children Regional Boards.
- Youth Offending Services.

- Regional Adoption Service.
- Integrated Family Support Services (IFSS).

There is also collaboration on workstreams relating to:

- Learning Disability Project.
- Mental Health Project.

Social services and Well-being (Wales) Act 2014

The Western Bay Health and Social Care Collaborative, with its partners, has been identified as the means for progressing health and social care integration as set out in the Social Services and Wellbeing (Wales) Act. Under the Act, Regional Partnership Boards will be responsible for prioritising the integration of services such as:

- Older people with complex needs and long term conditions, including dementia;
- People with learning disabilities;
- Carers, including young carers;
- Integrated Family Support Services;
- Children with complex needs due to disability or illness.
- Delivering a pooled budget arrangement for care homes by April 2018

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

The partnership arrangements became statutory in April 2016. As part of the preparations for the Act, a regional implementation plan has been progressed to capture the priorities and actions required to support delivery against the many new requirements.

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 advice and assistance on how services can be **accessed and more robust processes for raising safeguarding concerns**.
- Citizens having a stronger voice and greater control over the types of care and support they receive, and carers over the support they receive.

What progress have we made towards the intended outcomes?

Swansea is progressing well in implementing regional and local Integration plans, by working closely with councils in Neath-Port Talbot and Bridgend, and with our health partners, ABMUHB. We have reviewed our intake arrangements to meet the requirements of the Social Services and Well-being (Wales) Act.

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.

As well as the development of the 3 Hubs, Western Bay has invested the Intermediate Care Fund in the following developments:

- We have developed an In Reach approach in hospitals to identify and quickly support those clients who require support on leaving hospital.
- To increase our Domiciliary Care Team capacity and response to patient's needs.
- To improve stocks and supplies to support the need to provide equipment rapidly.
- Case worker to support the identification of needs linked to housing, including those who require support with housing repairs or adaptations.
- Increasing the number of Assessment Beds and the number of people who receive reablement support.

Equipping the workforce in readiness for the implementation of the SSWB Act is a major priority and a regional Learning and Development Plan has been put into place to ensure all frontline workers are fully aware of the 11 parts of the Act, the regulations and codes of practice.

The Board is carrying out a population assessment in accordance with section 14 of the Act, and will have to ensure that there is a commissioning strategy in response for each local authority areas and partner.

By providing strategic leadership to ensure that regional and local information is shared and used effectively to improve the delivery of services.

Regional Area Planning Board for Substance Misuse

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

Western Bay Area Planning Board now aims to provide an executive function in assisting responsible authorities and other relevant partners to discharge their statutory responsibility in delivering the Welsh Government's Substance Misuse Strategy.

What progress have we made towards the intended outcomes?

A recommissioning of substance misuse services to support better outcomes for people across the region and efficient use of existing funds.

Regional Collaborative Committee – Supporting People

The aim and overall focus of the Regional Collaborative Committees (RCC) is to provide advice to the region's local authorities and other stakeholders, and through the Supporting People National Advisory Board (SPNAB), to the Welsh Government Ministers on regional and local collaborative delivery of the Supporting People Programme to ensure the most efficient and effective services are delivered

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

This is a great example of partnership working in Western Bay with the wide range of agencies involved, for example, the Health Board, Community Safety Partnership, Police, Housing and Homelessness Teams, Provider of Services, those who use the services and all relevant stakeholders are crucial to the success of the Western Bay Supporting People Programme.

The Committee has produced a Regional Commissioning Plan (RCP) which takes account of local priorities and identifies the most effective way to meet local needs as well as for the allocation of grant against agreed priorities.

What progress have we made towards the intended outcomes?

By working together the Committee has identified some priority areas which could give better outcomes for them and make our money go further.

They are:

- Having more and better supported living options for people with Mental Health.
- Developing options so that people do not need to sleep rough.
- Alternatives to using Bed & Breakfast establishment as temporary accommodation.
- Helping more people with Dementia to live in the community setting.
- Develop options for older people who have substance misuse/co-occurring and are complex.
- Options for people with learning disabilities to become as independent as they are able.

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.

Regional Youth Offending Service

Youth Offending Services are statutory, multi-agency partnerships which have a legal duty to co-operate in order to secure youth justice services appropriate to their area funded from a variety of sources including UK Government, Welsh Government and the statutory partners. (e.g. Local Authorities, Police, the National Probation Service and Health).

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

The development of Western Bay as a regional service has followed a steady approach; by bringing consistency to delivery, and increasing the sharing of resources to avoid duplication. The first Western Bay Youth Justice and Early Intervention Service (WBYJ&EIS) Management Board was held on 29th May, 2014 and all local management boards ceased.

An Annual Youth Justice Plan is agreed by the WBYJ&EIS management board and submitted to the Youth Justice Board (YJB).

What progress have we made towards the intended outcomes?

Working together has increased the range of interventions that can be delivered by the service. Good progress has been made to bring the three previously existing Youth Offending Services of Bridgend, Neath Port Talbot and Swansea together as a regional service.

Amongst the most important performance outcomes for the Regional YOS are:

- Reduction in first time entrants into the youth justice system.
- Reducing reoffending.
- Reducing the use of custody.
- Access to services, CAMHS as well as take up of education, training and employment.

Early performance results have shown that young offenders have not suffered any detriment through the changes. With regard to the Welsh Government's expectation that YOS reduce the number of children and young people entering the youth justice system year on year. The Western Bay Service achieved this last year – reducing the number across the region by 36.6% compared with a South Wales average reduction of 19% and Welsh average of 31%.

Working in partnership to support Children and Families

Swansea's Child and Family Services is focused on better outcomes for children in need of care and support, and through building 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 to have positive impact on the lives of the most vulnerable children in need and their families in Swansea, the Council needs to work closely with other agencies to ensure there is a range of family services to match the levels of need.

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

How has the Council exercised its powers and what are the intended outcomes for children and families?

a) Regional Integrated Family Support Service

The key purpose of Integrated Family Support services (IFSS) is to ensure families are provided with services and support in order to safeguard the welfare of their children and enable them to remain safely with their families.

A key principle is that children are best looked after within their families, with their parents playing a full part in their lives – unless compulsory intervention is necessary. By working with families earlier, before children become at risk of entry in to care, will enable local authorities and their partners to foster a social contract with families to gain their commitment and to ensure they receive the right support to overcome their difficulties.

The Integrated Family support service (IFSS) became operational in April 2013 with Bridgend County Borough Council as lead Council on behalf of Western Bay partners.

The future governance arrangements have recently been formally reviewed. Many of the specialist IFSS interventions now form part of the mainstream approach to social work practice working with family across the region, for example in Swansea within Signs of Safety and across the continuum of family support services.

b) Regional Adoption service

A Regional Adoption Project was initiated under the Western Bay Programme and was funded via the regional collaboration grant in 2013/14 and 2014/15. Western Bay Regional Adoption Service aims to increase the recruitment of local adopters by 100% on a phased approach given the high number of looked after children across the Western Bay region. This wider focus can then significantly reduce the time that children spend waiting for an adoptive placement.

City and Council of Swansea has taken on the role as the Host authority since April 2014, a decision approved at Cabinets in Swansea, Neath Port Talbot and Bridgend. All three local authority Cabinets considered a report which detailed the financial model, service structure, joint panels and co-location of staff, before approving the decision.

The Regional Adoption Service became operational in April 2015, with a regional manager appointed and involved the adoption staff from all 3 local authorities being co-located at Port Talbot Civic Centre in February 2015. This included the setting up

of Regional Adoption Panels which replaced the existing individual local authority panels.

Membership of the Regional Management Board/Committee which has replaced the existing Steering Group has been agreed and complies with the requirements set out in the Directions Powers Regulations, The Adoption and Children Act 2002 (Joint Adoption Arrangements) (Wales) 2015. The Board includes Health and Education representatives.

Early Performance results are demonstrating a positive trend for the service. We are also making a positive impact in reducing the time it takes to place children from the Placement Order being granted to placement date. Our conversion rate of enquiries to approvals was one of the best within Wales. As with other regions in Wales there are some PIs where improvement is required, however, Western Bay have done well in these key PIs given the amount of change the staff have needed to deal with in a very short space of time.

What progress have we made towards the intended outcomes for children and Families?

Through this shared model of service, we are reducing demand for statutory intervention- by promoting access to a continuum of family support services via 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.

Swansea is proud to be the first local authority in Wales to implement Signs of Safety, 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.

Other important developments:

Local Area Co-ordination / Local Community Co-ordination

This innovative model recognises that people with care and/or support needs can be supported in place by accessing the strengths within themselves, their families and communities. The evidence base for this model is well documented, and shows that this approach reduces the demand for care services.

Neath Port Talbot CBC and the City and County of Swansea both currently subscribe to the 'Inclusive Neighbourhoods' model of Local Area Coordination (www.inclusiveneighbourhoods.co.uk) whilst Bridgend CBC's approach is being progressed as Local Community Co-ordination.

Legal

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

- Continued involvement in the Shared Legal Service.
- Working with Regional Legal team with the aim of preventing work being sent to the private sector and developing in-house expertise.
- Collaboration and partnership working with neighbouring authorities in
 - Joint food waste procurement.
 - Western Bay.
 - Tidal Lagoon.
 - Local Health Board.
- Joint Coroner Service with Neath Port Talbot.
- Legal Portal which allows for confidential documents to be shared.
- Local partnership working with Court/Judiciary – attending regular user group meetings and meetings with Judiciary.

What progress have we made towards the intended outcomes?

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

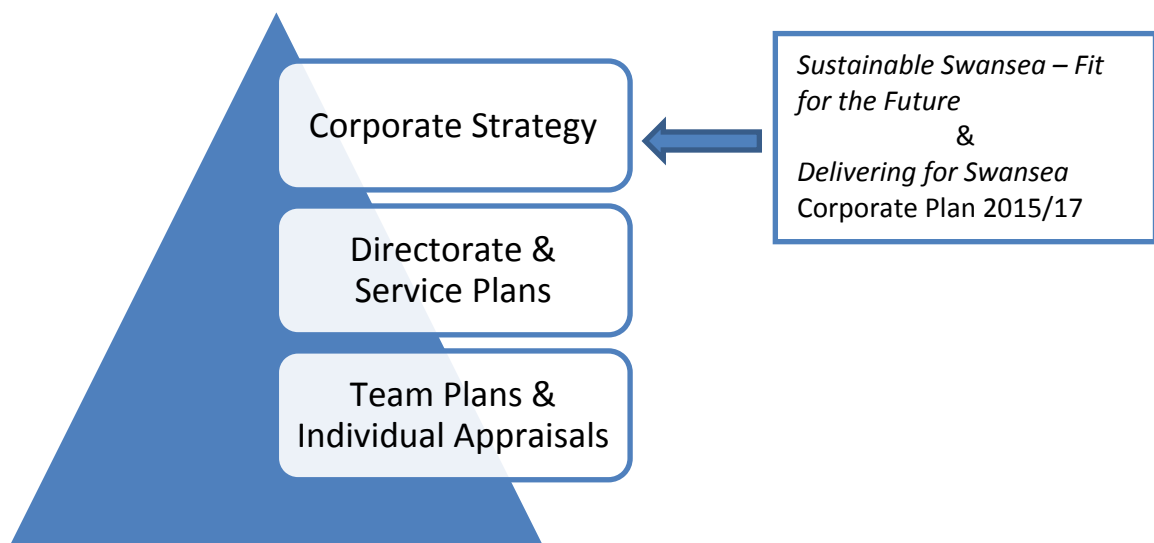
Part 4 – Performance Information and its use

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 Well-Being of Future Generations (Wales) Act 2015 means that public bodies in Wales must deliver Sustainable Development. The Council must develop 'Well-Being Objectives' published in its Corporate Plan by 1st April 2017. These will show how the Council is maximising its contribution to the 7 national goals and the 'Sustainable Development Principle', known as the 5 ways of working. More of the Future Generations Act can be found here:

[Well-Being of Future Generations Act 2015 - Short Animation](#)

[Well-Being of Future Generations Act 2015 - further information](#)

The Council works with its partners through the Public Service Board as required by the Future Generations Act to determine what the collective priorities for the whole of the people of Swansea are. These joint priorities are published in 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. A new framework for national performance is being considered for 2017/18.

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. The work of Scrutiny has become particularly focussed on the Council's key priorities.

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 2015/16 included; school governance, child and adolescent mental health services, building sustainable communities. Each of these topics relates closely to one of the council's five corporate priorities.
- **Performance Panels:** These provide ongoing monitoring and challenge of performance. There are currently five of this type of panel; schools; adult services, child and family services; service improvement and finance; and Public Services Board.
- **Working Groups:** These are one off, short pieces of work usually requiring no more than one or two meetings. Recent topics include; tethered horses, tree preservation orders and civic events.

Scrutiny has contributed to the Council meeting its key priorities in a number of ways:

- The inquiry into *Building Sustainable Communities* is coming to an end
- The inquiry into *Tackling Poverty* is just getting underway.
- The Safeguarding annual report will be coming as a regular item to the Scrutiny Programme Committee.
- The Schools Scrutiny Panel continues to contribute to pupil attainment through its work with individual schools.
- A new inquiry into Partnership and Collaboration is just getting underway.

Updates about the work of scrutiny, including details of forthcoming meetings, are provided via the dedicated website: 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. Legislation (e.g. Equality Act 2010, Welsh Regulations 2011 and Welsh

Language Measure 2011) continues to provide a focus on achieving improvements and outcomes. 2015-16 has seen the following work undertaken:

- The development and adoption of our refreshed Strategic Equality Plan (2016 – 2020), which incorporates our commitment to the United Nations Convention on the Rights of the Child (UNCRC).
- The final annual review of our Strategic Equality Plan (2012-16), which sets out the progress made against each of our equality objectives.
- We continue to use our expanded Equality Impact Assessment (EIA) process, which includes the UNCRC, carers, community cohesion, poverty, social exclusion and Welsh language. The process is also used to assess the equality impacts of the Council's budget and is a valuable resource to highlight potential issues regarding regulatory compliance.
- The final annual review of our Welsh Language Scheme and the annual report on Mwy na Geiriau / More Than Just Words (the Welsh Government's Strategic Framework for Welsh Language Services In Health, Social Services and Social Care) produced. The local implementation of the Welsh Language Standards (as defined by the Welsh Language Commissioner and introduce legal rights for citizens to use the Welsh language) replaced our Welsh Language Scheme – although some points await finalisation.
- 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. We also facilitate a Disability Liaison Group.
- Since September 2013, when we became the first local authority to adopt a 'due regard' duty in relation to children's rights, we have developed a Children & Young People's Rights Scheme. A 2015-16 UNCRC Action plan has been developed, which is based on clearly identified priorities for the year and encompasses a whole council approach to Children's Rights.
- The Community Cohesion National Delivery Plan 2014-16 has a specific outcome on hate crime. To meet this objective, we have developed a local Hate Crime Action Plan with key partners.
- The Domestic Abuse One Stop Shop (OSS) continues to be key to our multi-agency, partnership delivery of domestic abuse services. During its first year of opening (2015-16) we had just over 5000 visits to access the variety of services on offer. Strategic work has included looking at the potential impact of the duties

included in the Violence against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015.

- Work on the local delivery of the Welsh Government's Strategy for Older People and Ageing Well in Wales Programme has included the development of a Swansea Local Service Board & Healthy City Board Ageing Well and Strategy for Older People Action Plan. An event to mark UK Day of Older People was attended by nearly 300 people and the Network 50+ also held an annual meeting.

Sustainable Development

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

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

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

In 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 voluntarily undertook work to further integrate and report on how sustainable governance principles are embedded into its operation. From April 2016, the Council has been subject to the Well-being duty to deliver sustainable development. A Well-being of Future Generations Board has been formed to co-ordinate and integrate the Act and other key governance legislation throughout the organisation

For the past five years, the Council has published a Sustainable Development Report which provides a tangible measure of the effectiveness of the Council's Sustainable Development Policy. In future years the requirements of the Well-being of Future Generations Act integrate sustainable development within the Corporate Plan. In 2015/16 overall performance against almost all of the Report's seven key priority areas improved. The Natural Environment Priority Area remained static in terms of direction of progress.

Highlights include the reduction of carbon emissions across all scopes of the Authority's carbon footprint, the increasing percentage of spend on local suppliers benefiting Swansea's economy, the wider use of social benefit clauses and increased number of schools gaining Green Flag Eco Schools Awards.

Areas for 2016/17 where improvement actions are planned include a focus on recycling at Council offices, increased efforts to tackle 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.

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 and the recommendations that came from the peer review; this action plan will be revised and updated during 2016/17.

WAO Follow-up Review to the Corporate Assessment – Performance Management

A follow-up review by the WAO into the Council's performance management arrangements published in July 2016 concluded that:

“The City & County of Swansea is making clear progress in developing its performance management arrangements and understands what needs to be done to improve its prospects for further improvement”.

CSSIW Annual Review and Evaluation of Performance

CSSIW concluded in its Annual Review and Evaluation of Performance 2014/15 in October 2015 and reported that the **Council has made strong progress in modernising its services and to be in a strong position based on its progress against areas for improvement.**

Estyn's evaluation of Performance

Performance in the **Foundation Phase has improved strongly.** Performance in the **core subject indicator at Key Stage 3 has improved rapidly. At Key Stage 4, performance at the Level 2 threshold including English or Welsh and mathematics has improved strongly.** Performance in the **capped score indicator has improved well.** In 2015, the proportion of **pupils achieving five A* or A grades at GCSE or equivalent qualification is higher than the average for Wales.** Performance by **pupils eligible for free school meals has improved across all main indicators. Attendance has improved well and is now broadly in line with the Welsh average for both primary and secondary schools.**

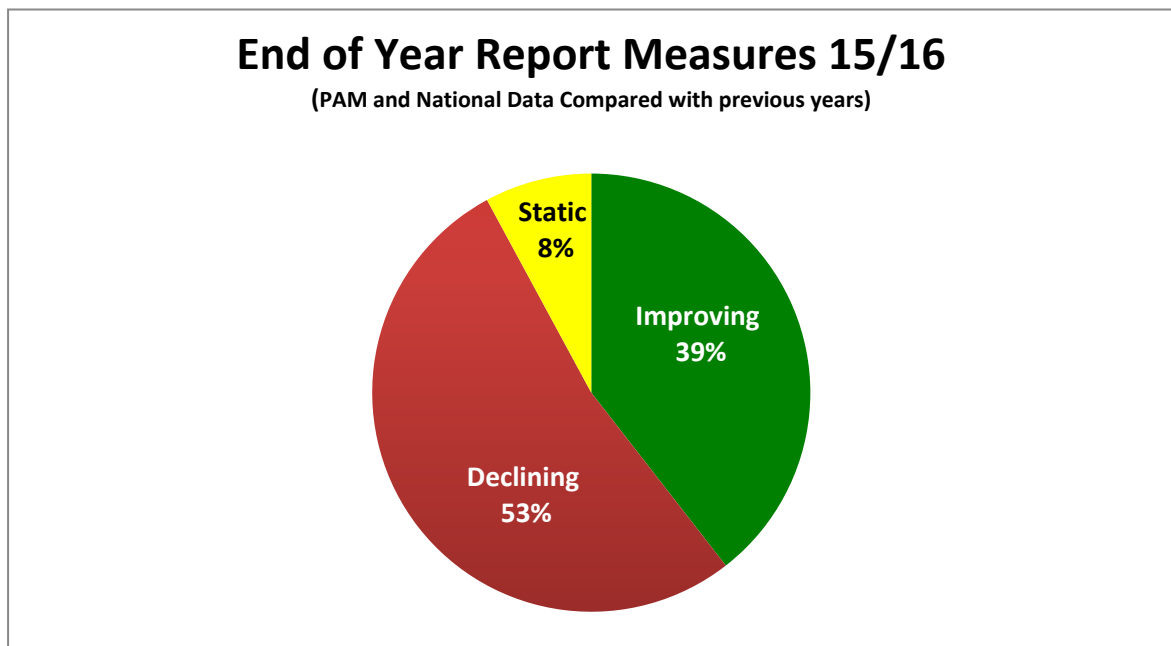
Summary of our performance against National Indicators 2015/16

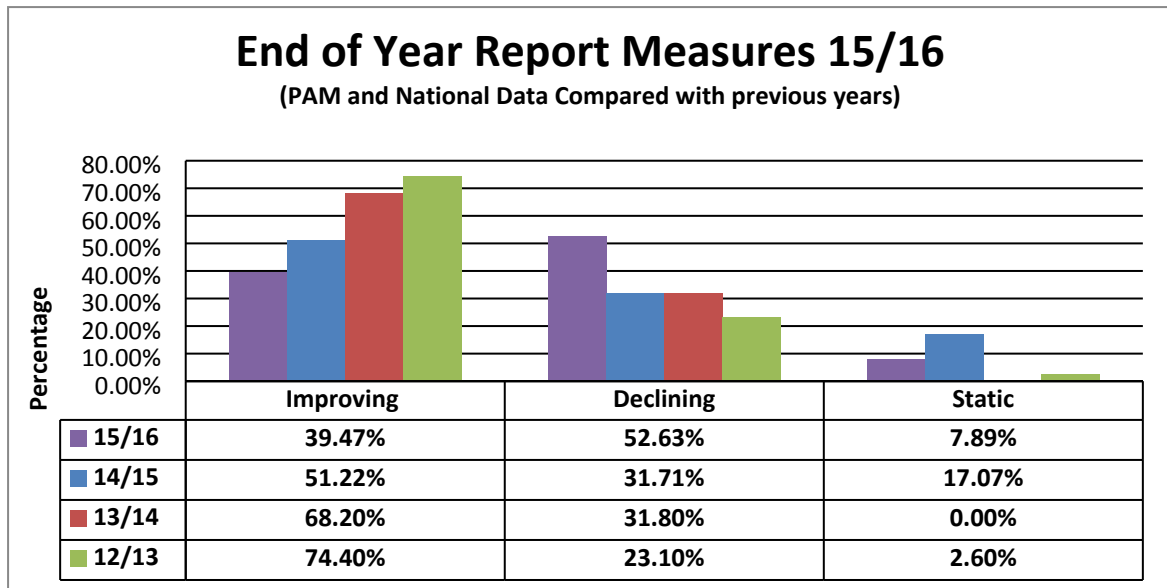
Each year, the Welsh Government and the Local Government Data Unit publish local authority performance information on a range of services, highlighting areas where there have been notable changes in the overall level of performance. This makes it possible to compare the performance of the 22 Welsh local authorities across those services. This section summarises how we performed in 2015/16 in comparison with the previous year.

Local Performance Compared with the Previous Year

In 2015/16, 41 performance indicators were collected and published nationally. Of the 41 indicators, 38 have data that can be compared against 2014/15 performance, of which:

- 15 showed an improvement, or stayed at 100%;
- 3 remained the same; and
- 20 showed a decline.





Below is a summary of the national 2015/16 results when compared to the other 21 local authorities in Wales for 2015/16. They have been split into where Swansea has appeared in each of the four quartiles.

Table A

Directorate	Top	Second	Third	Bottom	Total
People*	3	5	9	8	25
Place	4	3	3	3	13
Corporate			1		1
Totals	7	8	13	11	39

* 2 Measures not analysed as data is not comparable

Table B

Directorate	Improvement	Declining	Static	Total
People*	26%	32%	8%	66%
Place*	13%	18%		32%
Corporate		3%		3%
Totals	39%	53%	8%	100%

* 3 Measures not analysed as data is not comparable

Note: A Full List of Comparable National Measures can be found at <http://www.mylocalcouncil.info/>. The Council's local performance results for 2015/16 can be found at <http://www.swansea.gov.uk/annualperformancereview>

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 Telephone 01792 636852. The Corporate Plan 2015/16 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

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>

Well-Being of Future Generations (Wales) Act 2015

[Well-Being of Future Generations Act 2015 - further information](#)

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

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>

My Local Council

<http://www.mylocalcouncil.info/>