

Annual Review of Performance 2016/17

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Introduction - The Annual Review of Performance 2016/17

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 showed how the Council's priorities contributed towards: improving the wellbeing of people in Swansea; the objectives set out within the Public Service Board *One Swansea Plan*, and; the Council's policy commitments.

This Annual Review of Performance 2016/17 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 2016/17 structured?

- **Part 1 – Executive Summary**
- **Part 2 – Summary of evaluations delivering the Council's priorities in 2016/17** – represents a summary where the Council presents a précised conclusion of its own evaluation of its performance delivering its priorities during 2016/17.
- **Part 3 – Working in partnership with others in 2016/17** – 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.

What we have achieved in recent years

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

- Becoming 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.
- Achieving the Platinum Corporate Health Standard. To gain Platinum, the Council had to demonstrate it excels in wider corporate social responsibility and innovation.
- Being named as the UK's UNESCO Learning City. Swansea has adopted entrepreneurial skills as its key focus and has signed the Beijing Declaration on Learning City.
- Securing the biggest ever investment for southwest Wales following the approval of the groundbreaking Swansea Bay City Deal on 20th March 2017. The City Deal is worth £1.3 billion deal and will transform the economic landscape of the area, boost the local economy by £1.8 billion, and generate almost 10,000 new jobs over the next 15 years.
- Becoming an award winning Council recognised as excellent in many of the services it delivers. The Council won the APSE 2017 Best Service Team of the Year awards for Highways, Winter Maintenance, Street Lighting, Waste Management and Recycling and was shortlisted for Council of the year.
- Being one of only three cities asked to present at the UK Government's pavilion to some of the world's most influential property developers and investors at MIPIM 2017 in Cannes, France.
- Being successfully shortlisted to bid to become the UK's City of Culture in 2021.

Our ambitions and commitments to residents

Our priorities for 2015/17 were 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 wanted to 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 Corporate Plan for 2015/17 set out these priorities to fulfil 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 priorities represented the overriding objectives for the Council but not everything that we do. The Council provides many other services that are important and valued by residents, but not everything can be a priority. **Our priorities are what is most important for Swansea.**

It is important to point out though that each of these priorities should not be seen in isolation from each other. Each priority both affects and is affected by the 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 Corporate Plan and our priorities were reviewed following the local government elections in May 2017 and in response to the Well-Being of Future Generations Act (Wales) 2015. Our priorities for 2017/22 are available at the following link:

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

Our Values

Our Plans are 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. 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 needs.

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 of 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.

Our Delivery

We will maximise our contribution to the social, cultural, economic and environmental well-being of Swansea and Wales through our priorities and through the way in which we will work by:

- **Looking ahead to the long-term challenges.**
- **Preventing problems from occurring or getting worse.**
- **Making sure our plans do not upset the plans of other public bodies.**
- **Working in collaboration with others.**
- **Involving all of our citizens in what we are doing.**

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	
5. Building Sustainable Communities	

Our Performance data for 2016/17 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 2016/17 as set out in that year’s Corporate Plan. Success is determined using a consistent self-evaluation framework. Success is measured by rating performance delivering each priority as described in the Corporate Plan 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 going to do during 2017/22?

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 2016/17 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?

“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

Swansea Council is committed to ensuring that its citizens are free from harm and exploitation, including bullying, domestic abuse, child exploitation and human trafficking. We want people to be able to live as independently and as safely as possible in their own homes. We also want children to stay with their families or to be supported in family settings where it is safe for them to do so.

Many of our services are focused on supporting people and we will ensure that arrangements are in place to make sure that all of our schools, care homes, family centres, leisure centres, libraries and other local services are delivered safely. We will also endeavour to ensure that “Safeguarding” is a key consideration in our transformation of Council’s services and the development of digital services and new models of service provision.

What needed improving?

Safeguarding vulnerable people needs to be seen as everybody’s business within every service within the Council and by all elected Members. We also need to improve awareness of safeguarding within our communities, with volunteers and contractors and with our partner organisations through the work of the Regional Children Safeguarding Board; people need to know how to raise any concerns that they may have. Safeguarding is a key consideration in the transformation of key Council services and new models of delivery.

What were we going to do?

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

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.

Work towards ensuring that contractors who provide services commissioned and/or used by the Council comply with the Corporate Safeguarding Policy and have appropriate standards, practices, guidelines and training in place around safeguarding.

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

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

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

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.

Co-ordinate a multi-agency response to address domestic abuse in Swansea through the work of the PSB (Public Service Board) and a strategy to reduce domestic abuse in Swansea.

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

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

What has worked?

A communications plan was established to improve awareness of safeguarding amongst staff, Members, volunteers, partners and the public during the year. Initiatives included team briefings, posters, internet / intranet articles and signposting information on who should be contacted to report any concerns.

Western Bay Safeguarding Board collaborated with Swansea, Neath Port Talbot and Bridgend Councils and ABMU health board to put on a Safeguarding conference at the Liberty Stadium as part of the efforts to improve awareness of safeguarding and how to identify and report concerns.

The Council organised a couple of sessions that targeted Council staff, schools, ABMU and external professionals in understanding and dealing with Child Sexual Exploitation (CSE) as part of National Safeguarding Week. Council staff identified as 'Safeguarding Leads' increased their understanding and awareness of CSE with several employees undertaking the necessary 'train the trainer' course.

Safeguarding training was provided to relevant external groups, such as taxi drivers, so they know what to do if they are worried about the safety of a child or a vulnerable adult. These free training sessions were delivered to 202 drivers run by specialist social services staff. The aim is to eventually provide the course to all 1100 drivers operating in the city.

Guidelines on safeguarding have been produced for contractors engaged by the Council for construction work, maintenance or emergency repairs in schools and Council premises used by vulnerable persons.

The Council adopts a zero tolerance approach to bullying and harassment in the workplace. A new 'Bully Buddy' support scheme for Council staff was launched during April 2017. Guidance and advice has been produced for a number of years by schools as they continue to work with partners to address bullying and hate crime in schools having due regard to United Nations Convention on the Rights of the Child (UNCRC).

The Council produced a Domestic Abuse policy in 2014. We continue to work with partners to raise awareness of domestic abuse and ensure that we protect those at risk. Cabinet backed plans to create a new Domestic Abuse Hub to provide effective support for families experiencing domestic violence. This is the first service of its kind to be set-up in Wales done in conjunction with Council staff, service providers, partner agencies, charities and survivors.

The Council has issued a *Prevention Strategy* for consultation during September / October 2017. Public feedback will help inform recommendations to be considered by the Council's Cabinet. The Strategy builds on previous work aimed at delivering more sustainable services that meet people's needs and deliver better outcomes for people. It is hoped that the Strategy will help support people to remain independent and living within their own homes for longer without the need for them to be supported by more expensive statutory services.

A young carer is a child or young person who looks after someone with a disability or a long-term illness. This often means taking on practical and/or emotional caring responsibilities that would normally be expected of an adult. Support groups, such as the Young Adult Carers Group, provide a forum for young carers to meet, socialise, obtain relevant advice and get mutual support from each other.

Work was undertaken throughout the year as part of the *Ageing Well Strategy* to help people stay healthy and to age well. This included working with partners and piloting an 'age friendly' audit in communities. There was also an Annual Review of the plan and its outcomes with feedback from engagement with older people.

Swansea became the first city in Wales to be recognised as 'dementia friendly' under the Alzheimer's Society's Dementia Friendly Community Programme. The *Swansea Dementia Supportive Community* encourages local community groups and businesses to submit an action plan for becoming dementia friendly, promotes local Dementia Friends workshops and other events for people with dementia and their carers helping to bring the community together.

The Council worked with the Older People's Commissioner for Wales to ensure that the voices of older people are heard. Work undertaken so far included:

- a visit to Swansea PSB on advice to meet the challenges of the Well-being of Future Generations (Wales) Act 2015
- an International Day of Older Persons event in Swansea and other towns and cities in Wales
- attendance at seminars aimed at safeguarding older people from domestic abuse and attended by front-line staff, such as those working in health and social care, emergency services, GPs, home care workers and advocates.

Areas for development

Staff and Members undertake mandatory training to improve their awareness and understanding of safeguarding and how to identify and report concerns – making it everybody's business. Although the take up of training is still improving, it has not been at the desired pace. The Council continues to encourage safeguarding training for all concerned.

A task and finish group was established to review the Council's Safeguarding Policy. The Policy will be finalised during 2017/18. The new Policy will be communicated to all staff, elected Members and to external partners and the public.

What are we going to do during 2017/22?

- We are committed to ensuring that citizens live their lives free from harm and exploitation.
- Safeguarding vulnerable people needs to be seen as everybody's business within every service within the Council, by all elected Members and by those who do work on behalf of the Council.
- We want children to be safe from harm and to stay with their families or be supported in family settings where it is safe for them to do so.
- We want to tackle domestic abuse and ensure that victims are fully supported.
- We want people to age well and be able to live as independently and as safely as possible in their own homes.

We plan to:

- Continue to improve understanding and awareness of safeguarding and how to identify and report concerns amongst Council staff, elected Members, partners, the public and those working on behalf of the Council.
- Continue to ensure that effective safeguarding arrangements are in place to protect those at risk from significant harm and exploitation.
- Continue to strengthen collaboration and partnerships on safeguarding through the Western Bay Adult and Children's Safeguarding Boards.
- Continue to involve looked after children in getting their voice heard about the services that they receive through engagement with children and young people and through strengths based practice that focusses on their strengths and assets and what they and their families can do to help themselves.
- Work with partners to raise awareness around domestic abuse and put in place effective and timely interventions and support.
- Work with partners to address safeguarding in its wider sense; for example, hate crime and bullying in schools.
- Provide people with equal access to services in order to promote independence and improve quality of life.
- Continue to maximise peoples' independence and the ability to live in their own homes for longer.
- Through the *Prevention Strategy*, ensure that citizens have access to all preventative services, such as Local Area Coordination, which allow them to promote their wellbeing and live healthy and active lives.
- Work with partners to provide information, advice and assistance to all, including carers and young carers.
- Work with partners through the *Ageing Well Strategy* to help people to stay healthy and age well.
- Develop Swansea's status as the first *Dementia Friendly City* in Wales.
- Work with the Older People's Commissioner for Wales to establish a *Charter for Older People* to ensure the voices of older people are heard.

Improving Pupil Attainment

We have rated our progress meeting our *Improving Pupil Attainment* priority during 2016/17 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 to 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 would be challenged to improve. Officers of the authority would 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 would remain so that pupils are able to read and follow the curriculum. Pupils' success would be monitored at the end of key points in statutory education up to age 16.

Schools with low performance would be challenged to improve. There would 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 2015-2016 academic year, with the majority of indicators reaching their targets.
- Results for teacher assessment in Welsh have improved across all key stages. The Siarter Iaith has been promoted in schools to encourage the informal use of Welsh to further develop language skills.
- There was an expected drop in Foundation Phase¹ and at Key Stage 2², although there is an improving trend over the last five years across all key stages. Results for teacher assessment In English improved at Key Stage 3³.

2015-2016	Foundation Phase	Key Stage 2	Key Stage 3
English (LCE)	85.6% Down 1.4%	90.0% Down 0.9%	89.8% Up 2.2%
Welsh (LCW)	92.0% Down 0.2%	93.2% Up 0.3%	95.6% Up 2.4%

¹ Foundation Phase - educational provision for 3 – 7 year old learners (Infants).

² Key Stage 2 - educational provision for 8 – 11 year old learners (Juniors).

³ Key Stage 3 - educational provision for 12 – 14 year old learners.

- Schools follow the national literacy and numeracy framework, ensuring there is a clear strategy in place for schools. This is reflected in the results across all ages, which exceeded the targets set and are above the Wales average.
- Examination results at Key Stage 4⁴ have continued with their year-on-year improvement. The Level 2 Inclusive Threshold⁵ result was up 0.7% on the previous year and remain above the Wales average.
- Results for free school meals (FSM) pupils achieving the Level 2 inclusive have improved by 0.7% to 40.2%.
- There are no school leavers who leave without a qualification, including those who are LAC (looked after by the Local Authority).
- Young people known to be NEET (Not in Employment, Education or Training) at 16 years of age continues to reduce each year.

Attendance and Exclusions

- For primary schools, pupil attendance remained at 94.9% for the 2015-2016 academic year, the same result as the previous year. Swansea primary school attendance is joint most improved in Wales over five years.
- For secondary schools, attendance rose to 94.3% for the 2015-2016 academic year, an increase of 0.3% from the previous year. Swansea secondary school attendance has moved from just below the Wales average to just above Wales average over the last five years.
- A scheme to incentivise school attendance was implemented as planned. Attendance awards and celebratory events are having a positive impact in raising the profile of good attendance in schools.
- Every school has produced an attendance action plan. This has been done in partnership with Challenge Advisers and the Education Welfare Service.
- Measures of pupils in Swansea receiving fixed-term exclusions from school have fallen at a rate faster than the all-Wales average and are now the third lowest in Wales.

Schools with low performance

- There has been further improvement to the number of schools in yellow and green categories according to the national categorisation system.
- The baseline figure for green schools using the national categorisation was 22 green schools in 2014-2015. In 2015-2016, this increased to 37 green schools, alongside a reduction in amber/red schools. The 2016-2017 academic year categorisation shows a further increase in green/yellow schools and a further reduction in red/amber schools.

⁴ Key Stage 4 - educational provision for 15 – 16 year old learners.

⁵ Level 2 Inclusive Threshold - A volume of qualifications at Level 2 equivalent to the volume of 5 GCSEs at grade A*-C, including English or Welsh first language and mathematics.

- Effective and standardised processes have been put in place to allow robust and consistent support and challenge to schools. Local authority support plans are now in place to ensure that the schools most in need of support have a clear picture of how improvement will be accelerated in partnership with a range of stakeholders.
- A leadership development programme for both primary and secondary sectors is meeting the needs of the senior leadership teams in the secondary sector and new or acting headteachers in the primary sector.
- Schools causing concern receive additional and ongoing support.

Future Sustainability of Schools Provision

- Responding effectively to the continuing increase in demand for Welsh-medium primary and secondary places with enhanced accommodation and facilities at, for example, YGG Pontybrenin, YGG Y Login Fach and YG Gwyr and a new build for YGG Lon-las.
- Responding to the challenges and opportunities presented by the Local Development Plan and demographic trends and ensuring the appropriate nature and scale of educational provision across Swansea, with a focus on condition, suitability, sustainability and sufficiency issues.
- Continuing to develop the wider use of school assets and facilities to maximise the benefits of capital investment. New build accommodation and facilities (for example Burlais Primary School) incorporate community rooms and wider facilities for the community where there is a sustainable business case and need. Other examples include Flying Start settings, wrap around care and sports and leisure facilities such as all-weather pitches.
- Encouraging alternative modes of transport and providing facilities such as adequate bike stores, information on safe walking routes etc. as in the case of Gowerton Comprehensive School for bikes and scooters.
- New build school projects achieve BREEAM (Building Research Environmental Assessment Method) Excellent ratings and remodelling / extension projects aspire to achieve an Energy Performance Certificate rating of A.

Respecting the rights of a child

- The Pupil Voice Forum has been used alongside other methods to gather pupils' views on a number of topics, including school priorities, Welsh in education and anti-bullying. Feedback is given to pupils on their views and schools are encouraged to share this within their clusters.
- Since entering into a five-year agreement with UNICEF UK in 2013 to embed a rights based approach within the school ethos of all schools in Swansea through the UNICEF Rights Respecting Schools Award (RRSA), the following has been achieved:
 - 97% of schools engaged in the Rights Respecting Schools Award process
 - 68% of schools achieving Level 1 Rights Respecting Schools status or above

Lifelong learning and apprenticeships

- Lifelong learning has been encouraged through the provision of the adult community learning programme. There was a 16% increase in enrolments at the end of the autumn term 2016 in comparison to the same period the previous year.
- Development of ambitious, skilled children and young people and adults.
- An Apprentice Strategy was launched in March 2017. A number of apprentices and trainee opportunities have been created and filled (as detailed in the economy city centre corporate priority).

Areas for development

- Secure improvement for teacher assessment outcomes in all key stages. Signpost schools to effective practice and resources and hold cluster networks to support moderation and assessment. Deploy lead practitioners efficiently and strategically to ensure specific needs of targeted schools are met.
- Continue the improving trend in literacy and numeracy national test results.
- Sustain progress in Key Stage 4 outcomes, despite changes in the curriculum and performance measures.
- Although there has been an improving trend, a gap remains between FSM and non-FSM pupils who achieve the Level 2 Inclusive Threshold. We continue to support and share good practice with schools to address this gap.
- Results for LAC pupils are much lower than for pupils who are non-LAC. Support improvement in attendance and attainment for LAC pupils.
- Monitor attendance at schools. Where a need is identified, provide schools with additional support and challenge on their attendance for the 2016-2017 academic year.
- 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. Make further progress towards the reorganisation of the Education Otherwise Than at School (EOTAS) provision to ensure that the needs of our most vulnerable and challenged children are central to this approach.

- Facilitate school-to-school collaboration by providing support to continue to develop subject and leadership networks.
- Continue to further develop the leadership and management programme to build capacity at all levels of management within schools.
- Continue to promote the use of the Welsh language, with delivery of the objectives outlined in the Welsh in Education Strategic Plan. Support Welsh-medium schools to achieve the first bronze award for the Swansea initiative: Welsh Siarter Iaith – Tafod Tawe.
- Improve provision for and outcomes in information and communication technology (ICT). Familiarise digital leaders with the Digital Competency Framework and improve digital skills of the school workforce.
- Improve provision for and outcomes in additional learning needs. Provide support for schools for additional learning needs development. Prepare for the new ALN (Additional Learning Needs) reform legislation. Undertake a review of ALN services with key stakeholders.
- Enhance the quality of governance in schools. Assess governing bodies and work closely with Challenge Advisers to provide support to schools.
- Review the Lifelong Learning Unit to move the service forward. Embed essential employability and digital literacy skills across the whole lifelong learning programme.
- Use a variety of methods to gather pupils' views including Pupil Voice Forum, Big Conversation and Super Survey on a number of areas including attendance, wellbeing, local authority self-evaluation and priorities and school priorities.
- Relaunch the Swansea Learning Partnership to provide a strategic overview of both long and short-term education objectives across all sectors in Swansea.
- Engage all schools in the Rights Respecting Schools Award process by 31 October 2017.
- Undertake an audit of all school councils to understand their functions+

What are we going to do during 2017/22?

Following a review of our priorities, we plan to help maximise the economic, social, cultural and environmental well-being of Swansea through improving education and skills:

- We want every child and young person in Swansea to gain the skills and qualifications they need to succeed in life.
- Children and young people who attend school regularly are more likely to achieve the skills and qualifications that they need to go on into further education, higher education, employment or training.
- The Swansea Bay City Deal will deliver world-class facilities in the fields of energy, smart manufacturing, innovation and life science, with major investment in the region's digital infrastructure and workforce skills and talent underpinning each.
- Children and young people need qualifications and skills that are suited to the economic needs of the future.
- We want children to be prevented from becoming disengaged from learning.
- When a child is looked after by a local authority, the Council becomes a corporate parent with legal and moral responsibility for that child. We want looked after children to succeed in school and to have opportunities for further education, higher education, employment or training.
- We want our children and young people to be aware of their global rights and responsibilities so that they can be active and responsible citizens, fulfil their potential and make a difference to their communities.
- We want our children and young people to have appropriate Welsh language skills.

We plan to:

- Align our education system and work with partners to ensure we create the right people with the right skills to supply the new economy and meet the challenge of the Swansea Bay City Deal.
- Continue to support and challenge schools to improve attendance and pupil performance and encourage schools to support each other.

- Keep focusing on improving literacy (in English and Welsh) and numeracy at all ages.
- Transform the schools' estate to meet demand and respond to the developments set out within the *Local Development Plan*. Carefully monitor and evaluate of impact and adjustment of requirements due to change of any timing and extent of future developments in the Local Development Plan.
- Raise skill levels in the workplace and contribute to the development of ambitious, skilled young people and adults by providing apprenticeships.
- Promote lifelong learning to reflect the changing nature of work and to support well-being and reduce social isolation.
- Teach young citizens to respect rights, understand responsibilities and be globally aware and responsible citizens by continuing to support schools to become *UNICEF Rights Respecting Schools* as part of our commitment to the UNCRC and also *Eco Schools* increasing understanding, respect and appreciation of our environment.
- Continue to involve children and young people in their education through *Pupil Voice* and *Schools Councils* and *Big Conversation* engagement events.
- Meet demand for Welsh medium education and promote the use of Welsh in schools through the *Welsh in Education* Strategic Plan.
- Using our school building and maintenance programme to reduce our carbon footprint.
- Ensure that children are not disadvantaged by poverty when achieving and attaining standards and wellbeing in education.

Creating a Vibrant and Viable City & Economy

We have rated our progress meeting our *Creating a Vibrant and Viable City & Economy* priority during 2016/17 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?

Swansea is the key economic driver for the City Region. However, the opportunity and potential of the people and place is not being fully realised. We want the City & Region to thrive and prosper for the benefit of all its residents, businesses and visitors.

What needed improving?

- Attractiveness and vibrancy of the City Centre.
- Better quality retail, office, leisure, & residential floor space to support economic growth.
- More and better quality employment and skills development opportunities.
- Reducing the numbers of long-term unemployed and economically inactive.
- Transport and digital infrastructure to enhance connectivity & accessibility.
- The profile and reputation of Swansea as a destination to build confidence amongst residents, businesses and visitors.
- Further investment along the Fabian Way innovation corridor and new leisure, tourism and heritage-led development to complement City Centre regeneration.
- Means of sustaining the rural economy.

What were we going to do?

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.

Secure 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.

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

Progress towards the adoption of 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 i.e. Gower Landscape Project

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.

What has worked?

The major City Centre redevelopment scheme, now known as Swansea Central, has undertaken extensive consultation and engagement as part of the pre-planning application process. Outline planning consent has been secured for a comprehensive mixed-use redevelopment of the site, with flexibility to offer a range of uses.

The Prime Minister in Swansea signed the City Deal during March 2017. This represented a massive commitment from both the UK and Welsh Governments and an opportunity for a long-term plan to invest in the regions infrastructure, both physical and digital, with a value totaling £1.3bn for the wider Swansea Bay City Region area.

The Council exchanged contracts to sell the former Penllergaer Civic Centre site to a developer. This will lead to 80 new homes being built subject to planning permission.

The sale of Council land and property has continued during 2016/17. This included the exchange of contracts for the former Dan-y-Coed outdoor education centre. Capital receipts from these types of sales are reinvested back into Council services.

Demolition work on the former Oceana nightclub building on the Kingsway was successfully completed. The redevelopment plans to create a Digital Village include a Tech-industries led employment district with new office development. This will help to create jobs for local people and boost city centre footfall.

Council successfully published and consulted upon the deposit Local Development Plan (LDP). This has been submitted to Welsh Government for independent examination by the Planning Inspectorate for Wales.

The management plan for the Gower Area of Outstanding Natural Beauty (AONB) was reviewed and published during 2016/17.

European Social Fund (ESF) funded regional projects, Workways + & Cynnydd, are underway. These projects deliver help to address economic inactivity and provide opportunities for people in Swansea who are NEET (Not in Education, Employment or Training).

The City Centre retained its Purple Flag status for meeting or surpassing standards of excellence in managing the evening and night-time economy – the only area in Wales to have achieved such an accolade.

The Swansea Community Energy & Enterprise Scheme (SCEES) established by the Council developed 10 community-owned solar energy projects in Townhill and Penderry. This followed a successful community share offer, which raised £467,000.

Heritage Lottery Funding (HLF) totalling £1.51m was committed towards the Gower Landscape Partnership programme. The partnership aims to inspire and help local people learn more about and look after Gower's special and distinctive features.

The Council's Apprenticeship Strategy was launched in March 2017. Five apprentices and trainee opportunities have been created and filled.

The Council's Beyond Bricks and Mortar (BB&M) programme aims to create employment and training opportunities through social benefit clauses in Council contracts. BB&M has delivered 2170 person weeks of targeted recruitment and training; 65 new starters on site; 42 participants continuing in post from the previous financial year, and; included social benefit clauses into 13 projects.

Vibrant and Viable Places is the Welsh Government's regeneration programme. This has entailed an investment of £11.76m across a range of projects in Swansea, leveraging an additional £50m of public and private investment, including 11 Housing above shops and 27 property enhancement grants to local property owners.

Work is being undertaken on restoring the former Hafod Morfa Copperworks site. HLF Stage 1 grant approval was achieved to complete architectural design. A Stage 2 application to release a £3.9m capital contribution to this £9m project has been submitted.

The Rural Development Plan has supported 10 projects amounting to £250,000. These include the popular Gower Sunday Bus service as well as a range of feasibility work around tourism and transport.

Swansea signed up to the United Cities and Local Government European Pilot for Culture in Sustainable Cities. The pilot aims to explore the role of culture in sustainable cities. This has complemented our work on a new Cultural Development Framework to embed culture in our regeneration, planning, learning, health and wellbeing partnerships. It also paved the way for Swansea to bid for UK City of Culture 2021 in February 2017. It was announced during July 2017 that Swansea's bid to be shortlisted was successful.

The redeveloped Glynn Vivian Art Gallery opened during October 2016. The gallery has new learning, research and conservation spaces alongside a contemporary collection store, shop and café bar area.

The Council is currently tendering for up to 40 electric vans for fleet use and is looking to implement the necessary vehicle-charging infrastructure. Work is also underway to investigate other forms of fuel, different types of vehicles, driver behaviour systems and is developing a fuel strategy for renewal options in the future. The aim is to help improve air quality and reduce the environmental impacts of the Council's vehicle fleet.

The Council continues to implement improvements to cycling and walking networks as part of the Local Transport Plan (LTP) and in line with the requirements of the Active Travel Act. This is aimed at encouraging active modes of travel for commuting and employment purposes. Funding has been secured to examine the potential of a cycle hire scheme for the City.

The Council is continuing to invest in telematics and signal technologies. The aim is to minimise vehicle congestion and provide a means of prioritising public transport flows through junctions.

The Council has signed a Quality Partnership Agreement with First Cymru to encourage closer working in the provision of public transport across the City and County. This is to encourage people to use buses and to help reduce the growth in private vehicle journeys.

Areas for development

Transformation plans have been prepared for Swansea's Castle Square. The aim is to provide a greener, more vibrant destination with more public space for residents and visitors to enjoy. This follows feedback that residents provided to a Public Open Space notice published last year. The Council has made interim improvements, including lighting and greening measures.

The development of a major student accommodation development in Mariner Street continues to make progress. This will commence during 2017/18 subject to market conditions.

Supplementary Planning Guidance was prepared and consulted upon with a view to adoption in 2017/18. This included guidance in relation to the Fabian Way Corridor, Houses in Multiple Occupation (HMOs) and Purpose Built Student Accommodation.

A manager's guide and apprentice remuneration policy will be launched as part of the development of the Council's Apprenticeship Strategy. There will also be increased communication to raise awareness.

The HLF Development phase for Hafod-Morfa Copperworks will be completed to enable the submission of Stage 2 application. This will release a £3.9m capital contribution to this £9m project.

Cam Nesa is an Objective 1 funded project to reduce the number of young people who are NEET. The Cam Nesa Project, once approved, will add to the support available via Workways + and Cynnydd to make a significant reduction in the number of 16-24 year old young people who are NEET.

The Rural Development Plan will see a number of feasibility studies completed. This has the potential to see projects developed across a range of activities, including sustainable transport and carbon offset.

The Council has written to the Welsh Government to encourage their support to develop a strategic network of charging/refuelling stations/points for low carbon vehicles. It is hoped that the Welsh Government will recognise the importance of investing in networks to support low carbon transport.

Following a review of our priorities, we plan through to maximise the economic, social, cultural and environmental well-being of Swansea by:

- Raising economic performance and creating wealth and employment opportunities to improve the economic wellbeing of Swansea's citizens
- Progressing the City Deal, which will transform the economic landscape of the area, boost the local economy and generate significant new jobs over the next 15 years.
- Designing 100,000 square feet of flexible and affordable new office space on Kingsway in the city centre for tech businesses as part of a digital village that will benefit from world-class digital infrastructure.

- Progressing a 215,000 square foot box village development on the University of Wales Trinity Saint David's Waterfront Innovation Quarter in SA1 providing affordable space for start-up firms.
- Progressing the 3,500 indoor arena planned for the city centre's Swansea Central development site, as well as the development of a digital square to include digital screens and digital artworks..
- Taking advantage of the opportunities presented by the City Deal and regeneration of the city centre by creating employment and training opportunities for unemployed and economically inactive people through community benefit clauses in contracts and delivering employability support services in partnership with other council services and external partners.
- Adopting planning policy framework that supports growth and regeneration and ensures that communities have sufficient good quality housing at sustainable locations to meet community needs and support sustainable economic growth.
- Taking advantage of untapped growth potential to generate sustainable energy, protect the environment and boost the economy, including continuing to lobby the government to approve the Tidal Lagoon.
- Taking advantage of Swansea's natural, cultural and built assets and infrastructure to develop the economy while protecting the environment and improving well-being.

What are we going to do during 2017/22?

We plan to:

- Complete the 5-case business plan for the Swansea City & Waterfront Digital District Project as part of the Swansea Bay City Deal.
- Finalise the Night Time and Evening Economy Strategy to support the management and development of the sector.
- Work with partners to implement the City Deal to invest in digital infrastructure and support investment, innovation, growth, jobs, skills and productivity.
- Take advantage of the opportunities presented by the City Deal and continue the regeneration of the city centre.

- Adopt the *Local Development Plan* that supports the regeneration of Swansea and promotes sustainable communities.
- Promote and enhance a diverse and sustainable rural economy.
- Create employment & training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts.
- Improve, expand and diversify leisure, cultural and heritage facilities and infrastructure to help boost the economy, promote tourism and improve well-being.
- Commence marketing for the development of new hotel and leisure development near the Liberty Stadium to complement cultural developments and encourage river taxis to take visitors to the Marina.
- Aim to be successful in our bid for Swansea to be UK City of Culture in 2021.
- Promote public leisure and cultural events to help improve well-being, promote community cohesion and provide economic benefits.
- Work with partners to secure an international sport village and centre of sporting excellence.
- Support expansion of the Liberty Stadium and the Swans and Ospreys to be successful.
- Promote the Green Economy, including renewable energy (such as CREES, Tidal Lagoon) providing energy security, climate change mitigation and economic and employment benefits.
- Work with others to provide sustainable and low carbon transport and infrastructure providing improved and cheaper connectivity and mobility and associated economic benefits at reduced environmental cost and improved air quality.
- Seek to promote biodiversity and protect Swansea's green spaces, including parks for recreation, play and to promote health and well-being.
- Seek to manage Swansea's coastline, promote improved bathing water quality and maintain Blue Flag status at Swansea's beaches to encourage tourism, protect the environment and support well-being.
- Progress strategic housing and mixed development sites to meet housing need and provide employment.

- Give priority to providing an affordable housing solution in rural areas.
- Support recycling and ensure we continue to be the leading urban authority in Wales for reusing waste.

Tackling Poverty

We have rated our progress meeting our *Tackling Poverty* priority during 2016/17 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?

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

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

Which can result in:

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

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

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

- Children having the best start in life and being able to achieve in their early years enabling them to learn and thrive.
- Families being 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.
- Families and individuals to be able to have a good standard of living, which means having well-paid employment and claiming the right benefits they are entitled to.
- For people to live in good quality affordable homes, which support sustainable communities.

What needed improving?

- To have more accessible high quality services for all children aged between 0 – 7 years of age.
- All children are able to be ready for school and therefore able to play, communicate, move and problem solve.
- Children of all ages maximise their learning potential.
- All young people are encouraged and given the opportunity to enter education, employment and training post 16 years of age.
- To maximise people's benefits and assist people into employment that pays.
- Continue to improve the quality of homes generally and housing supply in Swansea.

- Support the reduction in health inequalities in life expectancy and chronic ill health conditions.
- Increase the number of adults with qualifications and with opportunities for employment.
- Encourage people to be more involved in decision-making and running services in their areas.

What were we going to do?

We planned to:

- 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 was 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.
- Implement 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 his or her education, employment and training journey.
 - Ensuring the right provision is available.
- 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.
- Tackle poverty by empowering communities, targeting resources and changing cultures through:
 - Community involvement and action.
 - Swansea's *Tackling Poverty Strategy* and action plan.
- Improve housing quality and supply by:

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

What has worked?

In this review, we are assessing the way that our performance supports the delivery of our corporate plan priorities. The reason for this is that poverty impacts upon all areas of service delivery and consequently the ways that people access our services as well as affecting demand for services.

We continue to see improvements in expected language, emotional, social and cognitive development with children through *Flying Start* support. 61.96% of two year olds and 60.3% of three years olds were assessed as performing at or above the developmental norm.

Our *Youth Engagement and Progression Framework* continues to provide effective and robust tracking to know where every young person is on his or her education, employment and training journey. The employment, training and educational status of all young people in Swansea was known at the snapshot point in October 2016. This information supports young people to access the appropriate provision.

We have continued successfully to support people to maximise the benefits they are entitled to, raising an additional £1,084,383. This has been achieved in a timely way, ensuring that we minimise processing time, giving people access to funds as soon as we can.

We continue to work with partners such as Citizens Advice Bureau and My Community Bank (formerly LASA Credit Union) to mitigate the impact of Welfare Reform, offering advice, assistance and access to affordable loans.

We were also keen to analyse and raise awareness of the impact of Welfare Reform and so commissioned *Policy into Practice* to conduct a household level survey of the impact of Welfare Reform upon household incomes.

We worked throughout the year with partners and alongside the Council's Scrutiny Board to revise our *Tackling Poverty Strategy* and action plan, producing a corporate consultation draft in which 'poverty is everyone's business' with actions for all services in the Council.

Through our *Communities First*, *Communities for Work* and *LIFT* Programmes, 4,638 people were engaged in activity and 263 people gained employment

We have improved housing quality and supply by working to improve the Council housing stock up to the Welsh Housing Quality Standard (WHQS). A 4-year Capital programme of works was developed, which will deliver around £207m investment to improve the housing stock up to the WHQS by 2020/21. In 2016/17, we undertook £51.9m of work to improve the Council housing stock.

We have developed our long-term strategy to provide new build Council housing and increase the supply of affordable housing. In 2016/17, the Housing service worked in partnership with Registered Social Landlords to deliver 157 new affordable units.

In preventing homelessness, we accepted 1143 households as being at risk of homelessness. Of these households, 73% were prevented from becoming homeless. When dealing with homeless families, the average number of days all homeless families with children spent in B&B accommodation was minimised, i.e. 3.8 days spent in B&B accommodation against a target of 7 days.

We continued to lead and promote the improvement of housing conditions in the private sector. For example, work to properties in the Sandfields Renewal Area programme continued resulting in 248 properties having external wall insulation installed and 62 properties had external repairs completed.

In 2016/17, we worked proactively with owners to bring 358 empty homes across the City back into use and we took enforcement action to reduce or remove hazards in 126 dwellings in the private sector in 2016/17.

Areas for development

We must continue to work with our Health partners, through our *Early Years Strategy*, to ensure that children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for school.

We need to continue to improve our approach to identifying vulnerable young people, challenging the integrity of our processes and their effectiveness in targeting appropriate provision at the earliest possible stage, minimising escalation to more complex services.

In 2016/17 Welsh Government announced their plans to phase out the *Communities First* programme by the end of 2017/18, replacing it with an approach focused upon engagement and employability. This has raised potential risks within vulnerable communities in terms of access to support. We must work to minimise risk and seek

to maximise the support to local people through the replacement 'Employability Grant' programme.

We will publish and begin to implement our revised *Tackling Poverty Strategy*, following consultation.

We will publish research by *Policy into Practice* into the household level impacts of Welfare Reforms, looking to target our services towards vulnerable families and help them improve their levels of income through employment focused support and benefits advice.

We will continue to invest in the Council Housing stock and deliver improvements up to the Welsh Housing Quality Standard, increase the supply of new affordable housing units, reduce homelessness and work to address housing conditions in the private sector.

We will undertake a £59m programme of work to deliver improvements to the Council housing stock.

We will build 18 new Council homes, designed to Passivhaus energy performance standards, on Milford Way and we will continue to prioritise work to increase the supply of affordable housing

We will develop a *Homelessness Strategy* ready for implementation in 2018 and continue to tackle rough sleeping and look at ways to provide long-term housing with support.

We will continue to work with landlords and agents to ensure their compliance with the new licensing and registration regime for private landlords and agents in Wales.

We will continue to work in partnership with Utility companies and Welsh Government to secure funding for energy efficiency measures.

We will complete works to properties in the Sandfields Renewal area and a bid has been made to the Welsh Government Warm Homes ARBED scheme for additional monies.

We will continue to inspect the private rented housing sector and take enforcement action where appropriate to reduce or remove hazards to health and safety.

What are we going to do during 2017/22?

Following a review of our priorities and the work undertaken to develop a revised *Tackling Poverty Strategy*:

- We want a Swansea where having poverty of income is not a barrier to doing well at school, having a healthy and vibrant life, developing skills and qualifications and having a fulfilling occupation.
- We want to challenge inadequate access to necessary services of good quality by targeting resources where they have the most effect, with decisions about that made in conjunction with service users.
- We want all of our residents to have the opportunity and resources to join in with social, cultural and leisure activities and decision-making.
- We want people to maximise their income and get the most out of the money that they have.
- We want people to avoid paying the 'poverty premium', the extra costs people on low incomes must pay for essentials such as fuel and transport.
- We want to ensure that barriers to employment such as transport and childcare are removed.
- We want to ensure people from Swansea's most disadvantaged communities are not excluded and that we reduce inequalities between and within communities.

We plan to:

- Implement the revised *Poverty Strategy* to empower local people, change cultures to emphasise tackling poverty is everyone's business and target resources to maximise access to opportunity and prosperity.
- Work with our Health partners to ensure that, through our *Early Years Strategy*, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.
- Through our *Youth Progression Framework*, ensuring that young people are able to access employment, education or training after reaching 16 years of age.
- Help to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income.

- Invest to improve housing and build more energy efficient Council homes and affordable housing to help meet housing need, reduce fuel bills, regenerate estates and bring wider economic and employment benefits.
- Prevent homelessness and support people to maintain their tenancies to help maintain stability and security for families, safeguard health and well-being and prevent social exclusion.
- Explore creating our own energy venture to provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty.
- Support tackling climate change and help eradicate fuel poverty and boost economic development through the ARBED scheme and energy efficiency measures in social housing.
- Explore tax relief and support for food bank locations and encourage businesses to reduce food waste by supplying goods to local food banks, whilst exploring sustainable options for reducing food poverty.
- Pilot 30 hours of free childcare in conjunction with the Welsh Government; evaluate the impact on poverty and work to ensure every community has a reliable, affordable and quality bus service to help reduce barriers to employment.
- Support individuals to overcome their barriers to employment through person-centred employability projects such as *LIFT* and *Communities for Work*. Launch a new pilot Employability programme with a social recruitment model.
- Help Swansea's poorest communities tackle poverty by accessing arts, culture and heritage in order to boost skills, confidence, self-esteem and aspiration.
- Provide free or low cost environmental events, including guided walks and cycle rides; a wide range of talks, workshops and training courses about wildlife and environmental issues and children's events promoting environmental literacy and improving health and wellbeing.
- Implement the *Community Cohesion Delivery Plan* to promote cohesive and inclusive communities in Swansea.

Building Sustainable Communities

We have rated our progress meeting our *Building Sustainable Communities* priority during 2016/17 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?

The Council and its partners needed to work together to build and support sustainable and thriving communities because this will result in the best possible outcomes for people, reduce the need for public services, and consequently 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 the vulnerable find support; people run businesses; and families work well and stay together.

Our 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 and the transformation of services is vital to meet these future challenges.

We also need a new relationship between residents and public services. Residents, families and communities want more say and control over how their own needs, wants and expectations will be met; communities need the right resources, assets and facilities in place to support them to help to achieve the outcomes they want to achieve.

What needed improving?

There are some key areas where sustained and long-term change is needed. Overall, we want to ensure that communities achieve the best possible outcomes for themselves. We set out to:

- Work with residents, communities and families to develop their skills to allow them to have more say and control over how their own needs, wants and expectations will be met.
- Create a new relationship between residents and public services, which involves reviewing the future role of the Council and what we will and will not do.
- Transform Council services to meet changing needs and expectations, future challenges and reduced Council budgets.
- Develop the skills needed by Council employees in order to help support people to be more self-reliant and resilient and to do more things for themselves.
- Introduce a need for more early intervention and prevention and a greater focus on improving well-being so that there is less need for people to resort to statutory services.
- Improve the cohesiveness of communities where people believe they live in a good place, can take part in decisions affecting their community and where people get on well together.
- For Community facilities, technology, resources and assets to play their part in helping communities to become more sustainable, cohesive and self-sufficient.

- Improve our partnerships with other organisations so that they are fit for purpose and allow us to plan for the longer term. As part of this we needed to define our relationship with the third sector and how we planned to work with and communicate with each other in the future.
- Ensure our planning processes are better informed with an improved understanding of local needs.

What were we going to do?

- 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.

What has worked?

Prevention

In 2016/17, the Council approved a draft *Prevention Strategy* for consultation. This Strategy will provide the framework for preventative work for people of all ages. Continuing the work and areas needing development from 2015/16, the Council has progressed some of the projects funded under the 'Prevention Budget' into 2016/17. For example, the Adult Family Group Conferencing scheme aims to mediate between families and was reshaped to focus more on those people who are vulnerable but have not yet reached the point where they need long-term support from Social Services. Work is still underway, however further results will emerge in 2017/18.

Independent living at home and in the community

The ethos in Adult Services is to provide people with the lowest level of support possible to help maintain their independence. Work has been undertaken in Adult Services to refocus the home-based and residential short-term Reablement service. The service supports individuals to regain skills and independence so they are able to remain at home for longer. This work has led to more people leaving the service either with no care or with reduced support at home. In line with this approach, support at home and other accommodation options are considered first with residential care always considered as the last resort. This is supported by the following key management information:

- the numbers of people being financially supported in residential care has remained fairly static (1,319 in 2016/17 compared to 1,312 in 2015/16);
- the number of people receiving support at home has increased which is viewed as a positive (4,379 people were supported in 2016/17 compared to 3,826 in 2015/16);
- there has been a steady increase in those receiving direct payments in Swansea, which demonstrates that more people are opting to have more choice and control over their care (522 people received a direct payment in 2016/17, compared to 358 in 2015/16).

The Commissioning Review of domiciliary care concluded in 2016/17. This set out the approach that the Council plans to take to ensure people are able to remain at home for longer and be as independent as possible. The public were consulted on the outcome of this review and the service will now be reshaped in 2017/18.

Supporting independence – Local Area Co-ordination

The Local Area Coordination initiative seeks to embed Local Area Co-ordinators in communities to support vulnerable people. This continued in 2016/17 and expanded into 3 new areas: Uplands, Pontarddulais & Penllergaer and the City Centre. 254 new introductions to Local Area Coordinators were made. In those areas supported, the Coordinators provide a valuable community resource to signpost people to appropriate information, advice and assistance, and connect people in communities. Additional funding was also secured to expand into 4 more areas and recruitment for the Coordinators for these areas will commence in 2017/18.

Information, advice and assistance

In line with the Social Services and Wellbeing (Wales) Act 2015, all Local Authorities are required to ensure that they have arrangements in place to provide information, advice and assistance to all those who might need it from a social care point of view. To this effect, the Local Authority has signed up to the DEWIS information platform and in 2016/17 plans commenced to develop this approach at key contact points across the Council. In Social Services, both Adult Services and Child and Family Services are already ensuring that they provide appropriate information, advice and assistance. This initiative needs to spread further to all front facing parts of the Council. This will allow the Authority to work closer with community groups and partners to showcase a directory of local services, support networks, agencies and partners. By accessing services that matter to them, this transformation project will enhance the wellbeing of individuals across regions throughout Wales.

Transformation

Transformation work has taken place to ensure that those services that are vital preventative services in the community are sustainable. For example, transformation staff have supported Social Services to review the joint equipment store and community alarm service. The service was in need of review to ensure it used modern systems and processes, as well as an appraisal of commissioning options.

Work is also progressing at a regional level with other partners, such as health, to explore the role of assistive technology and monitoring centres in supporting vulnerable people to live independently, giving them peace of mind that they can remain safe at home and get assistance when needed.

Community action and involvement

The Council believes that in many situations community based groups can be essential partners in the delivery of services. Assets such as land and buildings can,

where appropriate, be transferred from Council ownership to community groups at nil premium. This change in ownership or management offers opportunities to extend the use of buildings or land, help secure resources, and encourage use by local people and communities.

To date the Council has successfully transferred land and buildings to Bowls Clubs, Football Clubs and Community Councils. We will continue to work with community groups where new opportunities arise if it is believed that improved and sustainable service provision can be achieved for both parties.

The Council continued to work with residents to increase recycling, with a particular focus on residents visiting our Household Waste Recycling Centres. Through converting 3 sites into Recycling Centres only, and increased engagement with visitors at the other 2 sites, waste sent to landfill from these sites has reduced by 80%. This has increased the combined recycling rate for the sites from 65% to over 85% and the Council's overall recycling performance from 59.5% to 63.7%.

Areas for development

Prevention

The full approach to preventative services has not yet been developed. Once the Prevention Strategy is agreed, following public consultation, work will need to be undertaken to firm up the offer of preventative services. This will see a positive impact on demand for long-term services. Further work needs to be undertaken to minimise the entry of people into long-term residential care, to keep people more independent and to remain at home for longer in line with their wishes.

Choice and control through Direct Payments

Direct Payments enables individuals to purchase assistance or services that the local authority would otherwise have provided. Whilst there has been a steady increase in those receiving Direct Payments, the Social Services and Wellbeing (Wales) Act indicates that Direct Payments should be the default option. In Swansea, the strategy needs to be developed whereby direct payments are promoted and at the same time the recourse to more traditional forms of care is reduced.

In addition, work needs to be undertaken to strengthen the support service for direct payments to ensure that direct payments can be accessed more quickly. Work also needs to be undertaken to source suitable Personal Assistants for those that want to use a direct payment to recruit a suitable individual. Careful consideration also needs to be given as to whether direct payments are the best option for people; whilst they do offer more choice and control, they also present people with a degree of risk if arrangements fail. People need to be aware of and happy to accept the risk before agreeing to a Direct Payment.

Local Area Co-ordination and development of Information, Advice and Assistance

Local Area Coordination has developed considerably over 2016/17, with funding secured for 11 out of the 22 intended areas. However, further funding will need to be secured to expand to all the intended areas. The use of technology to explore how people can be signposted to services using search engines, such as google maps and DEWIS needs further research. This development will lead to a directory of services in communities by utilising a common platform familiar to all.

Commissioning Reviews – service transformation and change

The Council is reviewing its service delivery through the use of Commissioning Reviews to deliver improved outcomes for citizens and to ensure services are fit for the future. It was recognised that the initial approach to Commissioning Reviews could be improved to be more cross-cutting and outcome focussed. The Council's *Sustainable Swansea –Fit for the Future* programme has since been re-shaped to reflect cross-departmental themes, to pick up joint and integrated working where possible and to deliver stronger outcomes going forward.

Community action and involvement

The Council will continue to refine the Community Asset Transfer Policy. Although the numbers of requested asset transfers has reduced, due to the smaller more straightforward areas having already been dealt with, the expressions of interest received have been for larger and more complex projects. It has been recognised however that sometimes a shared approach rather than a complete transfer of property and responsibility will be the optimum solution. It is also evident that the speed in which an asset is transferred is not necessarily a sign of a successful strategy. Sometimes it can take some time to ensure the community group understands and is prepared for the responsibility they are about to take on. The Council has recognised that the focus should be to empower communities with the skills and competencies they need to sustain the management of assets and services.

Going forward, the Council is increasing its commitment to its nappy recycling, and the range of products for sale at its re-use shop based in Llansamlet.

The Council will continue to support existing and any new Friends Groups to maximise biodiversity and ensure the long-term sustainability of our parks, green spaces, and assets; an example typified by exploring collaboration options to increase tree planting within the City and County of Swansea.

Transformation & future Council

A new Future Council programme commenced in 2016-/7 to support the delivery of services. The initial focus has been to develop an Organisational Development Strategy and undertake a review on the service outcomes needed for the future. The aim is to develop our workforce and embed a "One Council" way of working. The Future Council programme will seek to build upon good practice already happening in

social services and other parts of the public sector to develop co-production between the Council and citizens to develop and deliver services.

What are we going to do during 2017/22?

We have undertaken a review of our priorities and our Corporate Plan. The *Building Sustainable Communities* priority is replaced for 2017/22 with a new *Transformation & Future Council* objective.

The aim of the previous *Building Sustainable Communities* priority was to ensure that the places where people live and work meet the diverse needs of existing and future residents.

This is now addressed in our new Corporate Plan 2017/22 through our *Transformation & Future Council* priority and four other priorities (Well-being Objectives) that are broader in scope, more cohesive and interlink with each other more meaningfully to better show our contribution to the social, cultural, environmental and economic well-being of Swansea and Wales.

We plan to:

- Continue with *Sustainable Swansea – Fit for the Future* Council modernisation programme in order to transform services, deliver better outcomes for residents and achieve financial sustainability.
- Support and train the Council's workforce to deliver transformed services so that we have the right people with the right skills, with the appropriate development pathway and rewards, and that we work in ways that provide the most sustainable outcomes for residents.
- Work with others to build capacity and promote community action to enable communities to run services and manage assets.
- Work to ensure there is more targeted and effective engagement with the third sector to achieve both the Council's and shared priorities and outcomes.
- Encourage greater community ownership of parks and work with 'friends of parks' organisations to ensure the long-term sustainability and control of parks and public spaces.
- Continue to modernise public engagement in Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions.

- Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.
- Make community budgets available so that local people can decide together with their representatives what their local priorities are.
- Provide the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.

Part 3 – Working in partnership with others in 2016/17

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 well advanced and due to be in place by August 2017. This will result in a cost efficient, environmentally beneficial solution and provide the region's food waste disposal needs for the next 15 years.

We are collaborating with Welsh Government, Pembrokeshire, Carmarthenshire, 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 diverting waste from landfill and provide the region's residual 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 the well-advanced and long-term solution starting 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. A soft marketing exercise to inform the scope of the procurement is due to be completed by the end of 2017.

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 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 2016, 43 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 was a target to increase this so that at least 75% of schools are in the ‘green’ or ‘yellow’ category by 2017. This was achieved in autumn term 2016 year where 79 of the 93 primary and secondary schools achieved ‘green’ or ‘yellow’ categorisation.

Economic Regeneration & Planning – City Region

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

The Swansea Bay City Region is comprised of four local authorities: Pembrokeshire County Council, the City and County of Swansea, Neath Port Talbot Council and Carmarthenshire County Council. It is a major driver of the Welsh economy and has a resident population of 688,000 supporting some 302,000 jobs and containing around 22,000 businesses.

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.

What progress have we made towards the intended outcomes?

The Swansea Bay City Region partnership, through the 'Internet Coast' publication and subsequent approval by the Welsh and UK Governments, has developed a clear strategy, which has been underpinned with identified interventions to deliver widespread and sustainable economic growth across the region. These interventions, subject to the submission and approval of detailed business cases for the eleven identified projects by the Welsh and UK Governments, and the agreement of necessary governance agreements and a delivery model, form this City Deal and will represent a 15 year, £1.3 billion commitment for the region.

A future proofed digital infrastructure will provide the transformative foundations for interventions in the Deal which, when combined, create a paradigm shift in the design, development and the application of technology within key sectors across the region. These interventions will centre on:

- The Internet of Economic Acceleration. To deliver a coherent and integrated economic development strategy for the region that incorporates the identification of demand for and potential delivery of a next generation digital infrastructure and the creation of a digital district in Swansea and its hinterland. In addition, supporting the growth in the creative industries within the region through optimising the benefits of S4C's relocation, providing a recognised, world leading supportive environment for technology businesses and start-ups; and the development of the skills required to support growth.
- The Internet of Life Science & Well-Being. To build on the existing regional assets through the expansion of research and innovation infrastructure and the piloting of a digitally integrated healthcare environment.
- The Internet of Energy. To place the region at the forefront of energy innovation in the areas of sustainable house building to address fuel poverty and in the creation of a centre of excellence to develop and exploit aspects of marine and other energy.
- Smart Manufacturing. To support the critically important regional manufacturing economy through aligning digital assets and research and development provision under Industry 4.0 principles to improve products, services and processes. In addition, developing a leading-edge innovation capability to support R&D within the steel industry in Wales and the wider UK.

Governance arrangements are being developed to deliver the City Deal. At the heart of these arrangements is an agreement that local partners will create two new bodies to oversee the implementation of this deal:

- an Economic Strategy Board, chaired by a private sector business person and with membership drawn from across the public and private sectors;
- a Joint Committee of the local authorities and chaired by a local authority Leader.

The Economic Strategy Board will set the strategic direction for the City Deal and will provide strategic advice to the Joint Committee on matters relating to the City Deal. The Board will oversee the production of the final business cases for City Deal projects before referring them to the Joint Committee and receive regular monitoring reports to assure and if necessary challenge delivery of the deal.

The Joint Committee, comprising the 4 local authority Leaders, will be responsible and accountable for all financial, staffing and legal decisions in the delivery of the deal. The Joint Committee and in partnership with the Welsh Government, will commit to deliver service reforms that will see a number of strategic functions delivered at the Regional level.

Transportation

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

From 1st April 2014 Welsh Government funding for bus services changed and a new Grant, the Bus Service Support Grant, was introduced. The four South West Wales Councils worked together to prepare and publish a Regional Network Strategy in 2014 which sets out the priorities for supporting public transport across the region and how the Bus Services Support Grant will be used.

This grant is paid to Swansea on behalf of the four South West Wales Councils with administrative support from Carmarthenshire Council. 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 feasibility study on a possible Regional Wheels to Work scooter hire scheme covering Swansea, Neath Port Talbot and Carmarthenshire has been carried out which will assist those who are unable to access employment, education or training due to transport difficulties. A *Wheels to Work* Scheme started in Swansea in 2016 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?

Continuing to act as lead authority for Western Bay region for the Houses to Homes empty homes loans scheme and new National Home Improvement Loan scheme. 41 loans have been issued to date to secure the reuse of 71 units of accommodation in Swansea.

Western Bay Regional Partnership Board

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?

A regional Population Assessment has been completed for the Western Bay region and is due to be published on 1st April 2017 on www.westernbay.org.uk The purpose of the Population Assessment is to ensure that Local Authorities and Local Health Boards jointly produce a clear and specific evidence base in relation to care and support needs and carers’ needs to underpin the delivery of their statutory functions and inform planning and operational decisions. This will ensure services are planned

and developed in an efficient and effective way by public sector partners to promote the well-being of people with care and support needs.

The Population Assessment will drive change by enabling both Local Authorities and Local Health Boards to focus on preventative approaches to care and support needs. It will provide the information required to support resource and budgetary decisions; ensuring services and outcomes are targeted, sustainable, effective and efficient. It will underpin the integration of services and particularly support the duties set out in Part 9 of the Act.

A joint programme office continues to support the Board's work programme, with resources identified by partners and work is progressing towards a pooled budget to support this infrastructure for the next 3 years.

There are a number of regional services and pooled fund arrangements which have developed within the Western Bay area over the last few years. A partnership agreement (Section 33) was agreed for Intermediate Care Services for each locality in Western Bay and is managed through Joint Partnership Boards in Bridgend, Neath Port Talbot and Swansea.

Partnership agreements (Inter-Authority agreements) have also been developed and agreed for the regional Integrated Family Support Services, the regional Adoption Service, the Joint Equipment Store and the regional Youth Offending Service. Work is currently underway to develop a partnership agreement (Section 33) for the Area Planning Board, which oversees a regional Substance Misuse Service.

A regional Care Homes Strategy has been completed and the next stage of implementation will be the development of a pooled fund for care homes accommodation.

Western Bay partners are committed to the implementation of the national Welsh Community Care Information Solution (WCCIS), with Bridgend County Borough Council already live. This system will further enable the integration of health and social care through the sharing of information, which will underpin the whole work programme within Western Bay.

Western Bay partners are continually working towards ensuring services and resources are used in the most effective and efficient way to improve outcomes for people in their region, examples of which are included in this report.

Other important developments:

Integrated Autism Service - work has begun to develop a regional Integrated Autism Service, which will be consistent with the national model currently being rolled out across Wales. The integrated autism service will be all age, integrated and outcome focussed and the service aim is to address the gaps highlighted in the recent national consultation, for example, diagnosis and assessment services for adults, support for emotional and behavioural issues, support for ASD specific issues and life skills and access to social and leisure opportunities within communities

Advocacy for Children – by reviewing the current advocacy offer to children to ensure an independent advocacy service is available to eligible children. The Board expects to take forward a commissioning programme for a new regional advocacy service based on a national approach.

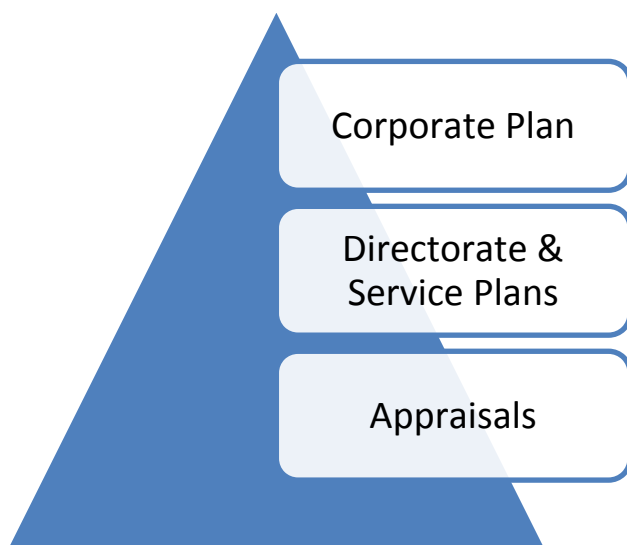
Part 4 – Performance Information and its use

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.

Plans and Improvement

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



The **Corporate Plan 2015/17 *Delivering for Swansea*** identified 5 key priorities:

- 1) Safeguarding Vulnerable People
- 2) Improving Pupil Attainment
- 3) A Vibrant and Viable City and Economy
- 4) Tackling Poverty
- 5) Building Sustainable Communities

This Annual Review of Performance 2016/17 sets out our own evaluation of our performance meeting these priorities.

The Well-Being of Future Generations (Wales) Act 2015 means that public bodies in Wales must deliver Sustainable Development. The Act required the Council to 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 seven national goals using 'Sustainable Development Principle', known as the 5 ways of working, set out in the Act.

The Council's 5 key priorities were initially carried forward into 2017/18 and were set out within a 'Well-being Statement', which had to be published as required by the Act before 31 March 2017 and prior to the local government elections in May 2017.

Following the local government elections, the Council reviewed and revised its priorities and adopted a new Corporate Plan 2017/22 "*Delivering a Successful Swansea*". A summary of the Council's Well-being Statement was incorporated into the new Corporate Plan.

Our priorities for 2017/22 that are set out within our new Corporate Plan for 2017/22 are:

- **Safeguarding people from harm** - so that our citizens are free from harm and exploitation.
- **Improving Education and Skills** - so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy and Infrastructure** - so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty** - so that every person in Swansea can achieve his or her potential.
- **Transformation and Future Council development**- so that we and the services that we provide are sustainable and fit for the future.

Our Well-Being Statement and new Corporate Plan 2017/22 can be found here:

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

This discharges our duties under the Well-Being of Future Generations (Wales) Act 2015 and Local Government Measure (Wales) 2009 to set Well-being Objectives and Improvement Objectives.

Our priorities show the Council's contribution to Wales' seven national goals described within the Well-Being of Future Generations Act and describes how we will maximise this contribution to the national goals and to the social, cultural, environmental and economic well-being of Swansea by working in line with the sustainability principles set out within the Act.

More of the Future Generations Act can be found here:

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

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

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. This will be replaced in April 2018 by a Well-Being Plan, as required by the Act.

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

Managing risks

Delivering such a wide range of diverse services often within regulatory frameworks at a time when finances and resources are under considerable strain means that Councils are increasingly dealing with uncertainty and managing change. At the same time, Councils are under increasing pressure to deliver better services in new and innovative ways. All of this attracts **risk** (and opportunities) which need to be effectively managed and controlled.

Risk is managed at different levels within the Council. Service, departmental and corporate risks are managed through service, departmental and corporate risk registers. Specific project risk is managed within individual projects, such as risks that affect the community as a whole, for example 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.

The Council agreed a new Risk Policy in 2017/18, which can be found here:

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

Monitoring and scrutinising performance

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

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

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

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

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

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

- Inquiry Panels: These undertake in depth investigations into policy or service areas. Inquiries in 2016/17 included; child and adolescent mental health services, building sustainable communities, tackling poverty, and school readiness. 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. In 2016/17 there were 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; planning, houses in multiple occupation, local flood risk management and digital inclusion.

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

- A number of recommendations were made to improve the Council's tackling poverty strategy, on how the Council can best support residents to run services in their own communities, and on working with partners to better manage demand for child & adolescent mental health services.
- Recommendations from previous inquiries were implemented to improve and develop the Council's corporate culture, social care at home, and education inclusion.
- The work of scrutiny over the past year has also focussed on the Sustainable Swansea Programme, with all Commissioning Reviews undergoing pre-decision scrutiny, ensuring there is 'critical friend' challenge to proposed decisions.
- There is a regular 'conversation' between scrutiny and cabinet members through Chairs letters. These allow the committee and panels/working groups to

communicate quickly with relevant cabinet members following meetings. They use these letters to raise concerns, highlight good practice, and make recommendations.

- The Corporate Safeguarding Annual Report is a regular item discussed by the Scrutiny Programme Committee.
- The Schools Scrutiny Performance Panel continues to contribute to pupil attainment through its work with individual schools, and school improvement generally.
- A new inquiry into Regional Working will be getting underway during 2017.

Scrutiny meetings are accessible to the public. Agendas, reports and letters relating to all scrutiny activities are published on the Council's modern.gov online platform:

<https://democracy.swansea.gov.uk/ieDocHome.aspx?bcr=1&LLL=0>.

There is also a scrutiny blog on the work of scrutiny and impact:

www.swanseascrutiny.co.uk/.

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

<http://www.swansea.gov.uk/article/35863/Scrutiny-Reports-Library>

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. 2016/17 has seen the following work undertaken:

- The first annual review of our Strategic Equality Plan (2016/20), 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.
- Development of procedures and processes to facilitate the adoption of local implementation of the Welsh Language Standards. Implementing and reporting on the first year of Phase II of Mwy na Geiriau / More Than Just Words (the Welsh

Government's Strategic Framework for Welsh Language Services In Health, Social Services and Social Care).

- 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 Forum. We also facilitate a Disability Liaison Group, which has met with several council departments to discuss issues of joint interest.
- Since September 2013, when we became the first local authority to adopt a 'due regard' duty in relation to embedding children's rights into policy and practice, we have developed a Children & Young People's Rights Scheme. An annual report and action plan is produced to ensure we are meeting the objectives of the scheme, identifies priorities for the year, and encompasses a whole-Council approach to Children's Rights.
- Hate crime has now been included in the Draft Community Cohesion National Delivery Plan 2017-20. We will continue with the delivery of the local action plan like previous years
- The Domestic Abuse One Stop Shop (OSS) continued to develop its range of services to ensure access for all across the continuum of need. The numbers of partners involved in its delivery increased during the year with a range of new surgeries and activities on offer. Visits to the OSS continued to increase at a positive rate.
- Strategic work around the Violence Against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015 began with earnest this year, with the support of the VAWDASV Partnership. This included looking at the requirements for the National Training Framework and the Welsh Government VAWDASV Strategy. The VAWDASV Partnership Framework ensured that the requirements, alongside Swansea's vision for its work were discussed and planned in a coordinated joint approach to ensure success.
- Work on the local delivery of the Welsh Government's Strategy for Older People and Ageing Well in Wales Programme was included as an interim priority for 2016/17 newly formed Public Service Board and the Healthy City Board. Key priorities were extracted from the longer-term plan to be actioned as partnership priorities for the year. An event to mark UK Day of Older People and an Ageing Well Engagement Event both attracted more than 600 people overall 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 was 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

To date we have been working on building up a picture of what future trends might mean for the Council and for Swansea's communities in the future.

We recently commenced a series of workshops with staff, elected Members, our partners and the public to add to the work that we have undertaken previously, which includes how future trends might have an impact at a community level.

The Council needs to continue to develop its preventative approach and has to that end developed a *Prevention Strategy*. This strategy will further embed early intervention and prevention into the Council’s business and place an even greater focus on improving well-being.

We are working to identify the connections and potential impacts of diverse policies and programmes and highlight where such policies / programmes can reinforce or undermine each other.

We have developed an integration tool that is used to identify and strengthen interdependencies and we are collaborating with partners from the public, private and third sector in order to take steps to deliver our well-being objectives, showing our contribution and options to maximise our contribution to the social, cultural, environmental and economic well-being of Swansea and Wales.

The Council is committed to consulting with, and involving, residents, other stakeholders and employees in the Council's decision-making process. We have a

Consultation and Engagement Strategy in place, underpinned by a set of principles and supported by a *Consultation Toolkit* for practitioners to help them engage with residents and service users.

Areas for 2016/17 where improvement actions were planned and made include a focus on recycling at Council offices, increased efforts to tackle employee sickness absence and the wider provision of bio-diversity training.

For reference, previous reports and 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 to respond to Estyn's recommendations as a result of their inspection of the Local Education Authority in 2013.

WAO Annual Improvement Report

Every council in Wales receives an Annual Improvement Report, which is the Wales Audit Offices assessment of the state of specified themes contained within their work programme.

In 2016/17, the three main themes were governance, use of resources and thirdly improvement planning and reporting.

The Annual Improvement Report outlines the Auditor General's views on whether or not the Council is likely to comply with the requirements of the Local Government Measure (2009).

Based on the work carried out by the Wales Audit Office the Auditor General concludes in the Annual Improvement Report that ***“The Council is meeting its statutory requirements in relation to continuous improvement”***.

CSSIW Annual Review and Evaluation of Performance

The latest CSSIW Annual review of Social Services in Swansea concluded in its Annual Review and Evaluation of Performance 2014/15 in October 2015 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

The latest available Estyn evaluation of performance states that 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.**

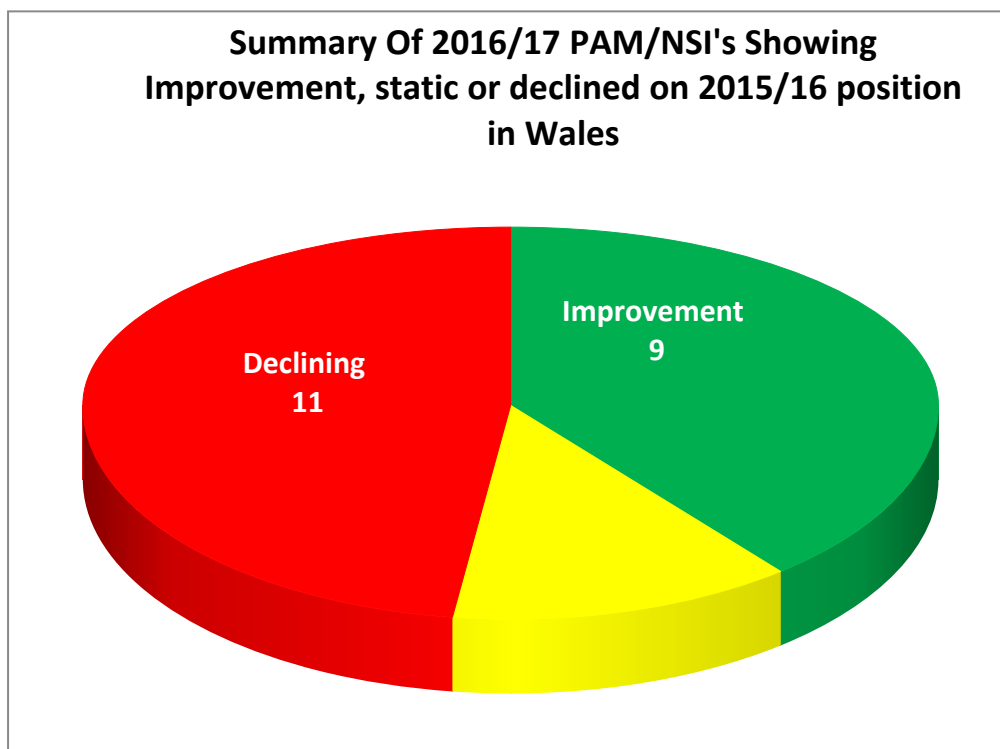
Summary of our performance against National Indicators 2016/17

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 2016/17 in comparison with the previous year.

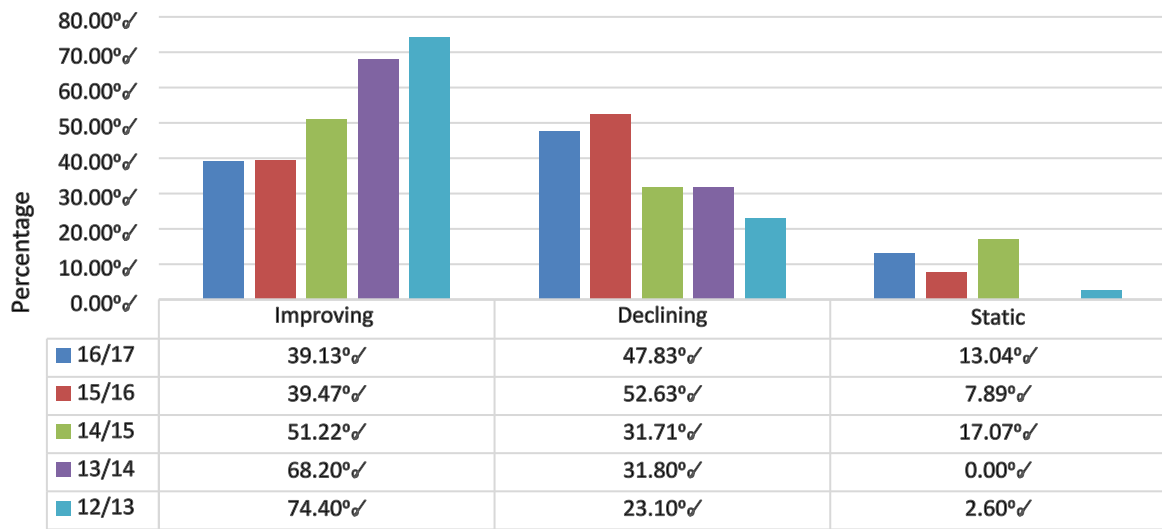
Local Performance Compared with the Previous Year

In 2016/17, 25 performance indicators were collected and published nationally. Of the 25 indicators, 23 have data that can be compared against 2015/16 performance in terms of quartile position, of which:

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



End of Year Report Measures 16/17
(PAM and National Data Compared with previous years)



Below is a summary of the national 2016/17 results when compared to the other 21 local authorities in Wales for 2016/17. They have been split into where Swansea has appeared in each of the four quartiles.

Table A

Directorate	Top	Second	Third	Bottom	Total
People	4	2	4	1	11
Place	3	3	4	3	13
Corporate	1	0	0	0	1
Totals	8	5	8	4	25

Table B

Directorate	Improvement	Static	Declining	Total
People	3	2	4	9
Place	5	1	7	13
Corporate	1	0	0	1
Totals*	9	3	11	23

* 2 Measures not analysed, as data is not comparable

Note: A Full List of Comparable National Measures can be found at <http://www.mylowalcouncil.info/>. The Council's local performance results for 2016/17 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 2016/17 can be found by clicking on the following web link: <http://www.swansea.gov.uk/corporateimprovementplan> archive

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>. More information in the Public Service Board can be found here : <http://www.swansea.gov.uk/psb>

Scrutiny Board Reports

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

Equality & Diversity

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

Sustainable Development

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

Well-Being of Future Generations (Wales) Act 2015

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

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.mylowalcouncil.info/>

