

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

SCRUTINY PERFORMANCE PANEL – SERVICE IMPROVEMENT & FINANCE

At: Committee Room 5, Guildhall, Swansea

On: Wednesday, 6 September 2017

Time: 10.30 am

Convenor: Councillor Chris Holley OBE

Membership:

Councillors: P Downing, P R Hood-Williams, L James, M H Jones, P Jones, J W Jones, I E Mann, B J Rowlands and D W W Thomas

AGENDA

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|--|-----------|
| 1 Apologies for Absence. | |
| 2 Disclosure of Personal and Prejudicial Interests. www.swansea.gov.uk/disclosuresofinterests | |
| 3 Notes | 1 - 2 |
| 4 Public Questions | |
| 5 End of Year 2016/17 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) | 3 - 48 |
| 6 Corporate Plan 2017/22 Richard Rowlands (Corporate Performance Manager) | 49 - 97 |
| 7 Capital Outturn and Financing 2016/17 Ben Smith (Head of Financial Services and Service Centre) | 98 - 104 |
| 8 Quarter 1 Revenue and Capital Budget Monitoring 2017/18 Ben Smith (Head of Financial Services and Service Centre) | 105 - 120 |
| 9 Work Plan 2017/18 | 121 - 123 |

Next Meeting: Wednesday, 4 October 2017 at 10.30 am

Huw Evans

Huw Evans
Head of Democratic Services
Wednesday, 30 August 2017
Contact: Scrutiny - 637732

Agenda Item 3

Chair Introduction

- Chair explained the role of the panel is to be a critical friend.
- The chair then went through the terms of reference of the panel
- Everyone was happy with Terms of Reference.

Richard Rowlands

- RR explained that he manages the Corporate Performance Team
- Ben Smith is his manager and Sarah Caulkin is the Corporate Director of Resources
- His responsibilities are around performance, risk management and some duties around audit
- He also has overview of the management framework including reporting and development of KPIs
- His department set the guidelines for performance and helps departments to manage them
- The department collects data regarding the KPIs and this feeds into Corporate Management Team, Cabinet and Scrutiny. The department also ensures guidelines and procedures in relation to this are followed
- RR stressed that his department are not responsible for the actual performance of departments and scrutiny would need to speak to that department directly for information
- RR can explain trends and analyse the data but reasons for upturn and downturn will need to be addressed to departmental managers
- RR aim is accountability and improvement and they develop quarterly reports and end of year reports

Questions for RR and discussion

- Chair – Who sets these targets
- RR – this lies within the service but is set within guideline from RR and tested against frameworks. It then goes to Heads of Service for discussion, Corporate Management Team and Cabinet to agree and set
- Chair – Are these being realistically set? It is the Panels function to scrutinise this. It is important to note that performance can't always improve
- MJ – We can write letters to the departments requesting extra information on performance if required
- DT – Do the officers from RR department challenge targets set by officers?
- RR – Yes but if the department or measure is new it is good practice to let it run for a year then review it to get a baseline
- PHW – How much science goes in to setting these targets?
- RR – We use information where available but it can be an art. If we are looking to improve then targets can be stretched and floor and ceiling targets can be set
- CH – Sometimes targets change as an ongoing practice. For example the service may change and it may be different from last year
- PHW – You would expect to see an increase in KPIs annually

- RR – We need set and stable ones so we can judge year on year but opinion and regulation changes causing fluctuation rather than stability. These changes have an impact. The WBFGA 2015 has changed performance indicators hugely.
- PHW – All KPIs are assessed annually and changed can we have information on what which ones have changed and why? Can we have a report on old, new and why?
- RR – Adjusted targets to satisfy the WBFGA 2015 have been changed for relevance rather than improvement, therefore comparing year on year is difficult because the two countries have different performance frameworks in place.
- IM – How do we compare nationally with England?
- Wales and England's performance is not really comparable.

Work plan

- Times and dates were unanimously agreed by the Panel.
- Some changes will be made to the work plan as the Panel develops
- There may be some commissioning reviews yet to be scheduled into the work plan once dates have been announced

Actions

From RR.

Can we have a new report on KPI changes and why. What impact has/will this have?

Update: Emailed RR on 3.8.17

Report of the Cabinet Member for Service Transformation & Business Operations

Cabinet – 20 July 2017

END OF YEAR 2016/17 PERFORMANCE MONITORING REPORT

| | |
|------------------------------------|---|
| Purpose: | To report corporate performance for 2016/17 |
| Policy Framework: | <i>Delivering for Swansea Corporate Plan 2016/17 Sustainable Swansea – Fit for the Future</i> |
| Consultation: | Legal, Finance, Access to Services. |
| Recommendation(s): | It is recommended that: 1) the performance results are noted and reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities |
| Report Author: | Richard Rowlands |
| Finance Officer: | Carl Billingsley |
| Legal Officer: | Debbie Smith |
| Access to Services Officer: | Sherill Hopkins |

1.0 Introduction

- 1.1 This report presents the performance results for the end of financial year 2016/17 delivering the Council's key priorities and objectives described in the Corporate Plan 2016/17 *Delivering for Swansea and Sustainable Swansea – Fit for the Future*.
- 1.2 The outturn presented in the performance tables (Appendix A) incorporates an overview of performance including Policy Commitments and needs to be considered alongside the current financial situation of the Council.
- 1.3 The financial resources required to achieve the specified performance levels in 2016/17 have been provided in the approved budget. As part of the work on *Sustainable Swansea – Fit for the future* there will be an increased focus on understanding the level of activity and outcomes that are achieved for the budget allocated so that choices can be made about relative priorities.

2.0 Performance and Improvement

- 2.1 Performance is judged using the results measured by Corporate Plan and Corporate Scorecard (Sustainable Swansea) performance indicators compared to agreed targets.
- 2.2 Improvement is measured by comparing the results of Corporate Plan performance indicators against the results from the same period last year. Improvement measured by the Corporate Scorecard performance indicators is judged against the previous quarter since there is little meaningful comparative data available for 2015/16.
- 2.3 It is important to point out that each of the corporate priorities cannot be seen in isolation from each other. Each priority both affects and is affected by the others. For example, improving educational attainment is both important to our efforts to tackle poverty and improve the city and economy. For this reason, many of the performance indicators allocated to measuring one priority can be used to show progress meeting other priorities.

3.0 Outturn

- 3.1 The Corporate Plan performance indicators measure progress meeting the following key priorities:
- i) Safeguarding Vulnerable People.
 - ii) Improving Pupil Attainment.
 - iii) A Vibrant and Viable City & Economy.
 - iv) Tackling Poverty.
 - v) Building Sustainable Swansea.
- 3.2 The outturn for 2016/17 shows that **41 out of 66 (62%)** Corporate Plan performance indicators (that had targets) met their targets. **45 out of 62 (73%)** comparable Corporate Plan performance indicators also showed improvement compared to 2015/16.
- 3.3 The performance tables in Appendix A also set out an overview of performance, including the prioritised policy commitments, for each Corporate Plan priority provided by Directors and Heads of Service who are the responsible leads; these overviews are set out in para 7.0.
- 3.4 The Corporate Scorecard Performance Indicators measure progress against key objectives of *Sustainable Swansea – Fit for the future* using the following perspectives:
- i) Customer.
 - ii) Finance.
 - iii) Processes.
 - iv) Workforce.
- 3.5 The outturn for 2016/17 shows that **16 out of 23 (70%)** Corporate Scorecard (Sustainable Swansea) indicators (that had targets set) met

their targets. **14 out of 18 (78%)** comparable Corporate Scorecard (Sustainable Swansea) indicators also showed improvement compared to 2015/16.

4.0 Context: Overviews of Performance

4.0.1 The following overviews provided by responsible departments describe the context to the performance meeting the Council's key priorities as at the end of 2016/17, including progress relating to the Council's adopted Policy Commitments.

4.1 Safeguarding Vulnerable People

4.1.1 The council has rightly placed meeting its safeguarding responsibilities as its top priority and in that context has set challenging targets not only for performance in children and adult services but for the Council as a whole. However, it has proved difficult to establish a small number of indicators with sensible but challenging targets that can act as a reliable proxy measure for the overall health of the Council's safeguarding arrangements.

4.1.2 This year has proved something of a learning opportunity for the Council as at the moment the selected indicators and apparent failure to meet targets could give a wrong impression about the current health of the Council's arrangements. However, we know from a wider analysis of all the performance indicators for children services and adult services, the forensic challenge provided by our Scrutiny panels, feedback from citizens and the various reviews carried out by CSSIW that we have very strong statutory children services in place and strong and improving arrangements in place for adult services.

4.1.3 We also know that staff from across the Council and our Elected Members have not only accessed safeguarding training but are making active use of that training by seeking support for vulnerable children and adults as part of their wider work in communities.

4.1.4 The current indicators have been reviewed and refreshed for the coming year based on lessons learned to date and to enable a continued focus on further improving our arrangements to support and safeguard some of our most vulnerable Swansea citizens.

4.2 Improving Pupil Attainment

4.2.1 The Education Strategy Group, chaired by the Leader of the Council, continues to explore new ways to work with schools and to deliver essential and statutory services within reducing funding.

4.2.2 Gower College has now taken the lead on work-based learning. External partners also deliver post-16 learning and training. The Education Department and Poverty & Prevention Service work with the European and External Funding team to deliver preventative services for young people not in education, employment or training (NEETs).

- 4.2.3 Swansea received a UNESCO Learning City Award at the Mexico conference – the only one in the UK and one of only 12 worldwide at that point in time. Swansea is planning to host the 2017 UNESCO Learning City Regional Seminar.
- 4.2.4 Performance in Swansea schools has continued to improve. Two secondary schools have had overall judgements of Excellent and Excellent in their Estyn inspections since the start of the 2015/16 academic year.
- 4.2.5 Schools where performance had been identified as a concern continue to be targeted by Challenge Advisers. The two original Schools Challenge Cymru secondary schools, Morriston and Pentrehafod, maintained their activities to improve. Dylan Thomas Comprehensive has also benefitted from Schools Challenge Cymru support in 2015/16.
- 4.2.6 Challenge advisers in Swansea have completed the annual programme of visits to assess schools. Resulting from this work, the categories of all primary and secondary schools were published at the end of January 2017, in accordance with the national system. The Welsh Government's categorisation system aims to identify the appropriate level of support for each school according to need. There are four colours: green recognises a highly effective, well-run school with strong leadership; yellow signifies a school already doing well but knowing areas it can improve; amber means a school needing help to make improvements more quickly; and red are schools in need of greatest improvement. The categorisation figures show an improvement on the previous year. Swansea has no red schools. Of the 79 primary schools in Swansea, 35 have been awarded green, which is up from 29 in 2016, 32 are yellow, 12 are amber, which is two less than last year, and none are red, where there two last year. There are eight secondary schools categorised green, four yellow and two are amber. Swansea's Pupil Referral Unit has moved from red to amber while Penybryn Special School is green and Ysgol Crug Glas is amber.
- 4.2.7 The national drive for schools to support each other continues to be developed, involving schools of all categorisations collaborating on improvement. A regional system for identifying and sharing good practice has been established.
- 4.2.8 Attendance over three years continues to improve in primary and secondary schools and performance targets have been met. Secondary attendance has improved on the previous year and is 0.1% above the Wales average and ranking 11th nationally. Primary attendance was the same as the previous year, equals the Wales average and ranking 12th nationally. Permanent exclusions remain low and fixed-term exclusions from secondary schools are reducing.
- 4.2.9 Following the removal of grant funding, a reduced central service for Family Learning is now in operation. Some schools fund provision themselves. Funding delegated directly to schools for 2015/16 was

83.6% and rose to 84.8% in 2016/17. Additionally, to this, funding has been devolved to schools during the financial year from EOTAS provision. The Joint Finance sub-group of the School Budget Forum continues to examine the implications and mitigation of the effect of future reductions to funding in the context of meeting need. The Forum is working with the Education Strategy Group on a model of education for the future.

4.3 *Creating a Vibrant and Viable City & Economy*

4.3.1 Significant new residential development and commercial floor space has been delivered via the Vibrant & Viable Places funded schemes with public and private sector partners across the City Centre. In addition, a significant number of training and employment person weeks have been created by the Council's Beyond Bricks & Mortar scheme for the unemployed and economically inactive.

4.3.2 Development Managers for the Civic Centre and St David's sites have been procured and technical reviews and occupier discussions are well underway. An outline planning application for a mixed use retail and leisure led development was submitted for the Swansea Central scheme on 23rd March. Operators have also been shortlisted for the Arena project.

4.3.3 The structural demolition of the former Oceana building is well underway and other strategic acquisitions nearby have now been completed utilising Vibrant & Viable Places funding, providing the development footprint required to deliver the first phase of the Digital Village project on Kingsway.

4.3.4 Working with partners the Swansea Bay City Region continues apace culminating in the signing of the City Deal agreement by UK, Welsh and Local Governments in March. The next stage is to produce a five case business model to test the ambition as set out in the Swansea City & Waterfront Digital District business case. If agreed the project will help improve perceptions of the city as a place to work, visit and live, with significant investments in digital infrastructure, new developments and skills development.

4.3.5 We are working closely with partners to develop a Creative City Region and building Swansea as a science, technology and creative capital through ongoing collaborations with the universities, where Memorandums of Understanding identify joint working opportunities as demonstrated via the City Deal project. Swansea University are key partners in the delivery of Hafod Copper Works and the Hydro-Hub project.

4.3.6 Plans for a sustainable transport system continue with enabling works at Westway delivered to facilitate future highway investments at Kingsway, where design work is underway. A detailed business case funding application has been submitted to Welsh European Funding Office (WEFO) to fund infrastructure works at Kingsway.

4.3.7 The draft deposit Local Development Plan (LDP) has undergone public consultation and the responses have been analysed. Further work has now been commissioned to test the impact of the City Deal and amended economic growth projections on the LDP strategy and allocations, together with an update on the financial viability appraisals on each of the residential led strategic development areas.

4.3.8 Around £250 million will be spent up to 2020/21 (including this current year) to improve Council houses which includes the £11 million identified within the policy commitment. The Housing Revenue Account Capital programme is focussed on the improvement of the housing stock up to the WHQS (Welsh Housing Quality Standard) but also includes provision to support additional council housing.

4.4 *Tackling Poverty*

4.4.1 There are no major concerns in the performance data for 2015/16. All performance is either at or above target. This general 'good health' is supported through a number of key achievements throughout the year including the development of new strategic approaches to tackling poverty and prevention (now at consultation stage).

4.4.2 In addition, we have delivered commissioning reviews of our family support and domestic violence support services. Our success has been recognised through opportunities such as Swansea' selection as a pilot authority for extended childcare provision and our support opportunities have been extended through the approval by of projects such as Cam Nesa (NEETs).

4.4.3 Whilst positive we also face a number of key challenges, such as the decision by Welsh Government to phase out the Communities First Programme, replacing this with an approach supporting 'empowerment, employability and early years'. We will work to ensure that Swansea gains as great a benefit as possible from these changes.

4.5 *Building Sustainable Communities*

4.5.1 We have made good progress meeting our intended outcomes within the Building Sustainable Communities priority to ensure that people have equitable access to services that promote independence and quality of life and helping more people to live at home or in the community instead of residential care.

4.5.2 The Local Area Coordinators that we have in place are proving very successful. We received 229 new requests for local area coordination in 2016/17, which exceeded the target and ensured that people are being actively supported within their communities.

4.5.3 Over 75% of people who use the reablement home service return home following a period of reablement instead of going into residential care

with over 69% needing no package of care and support 6 months later following their return home.

- 4.5.4 We want to promote wellbeing and prevent people through early intervention and prevention from requiring statutory services. The figure for the number of GP referrals still engaging in physical activity after 12 months was 176 out of 196 attendees overall. This represents 90% attendees continuing to adopt a healthy lifestyle, which is a significant achievement.
- 4.5.5 We want people to live in resilient and cohesive communities. Our survey of peoples' perceptions of their communities is showing a high percentage of respondents satisfied with their areas as places to live and agreeing that people from different backgrounds get on well together.
- 4.5.6 We want more people to be involved in local community activities that are important to them. Participation in recycling keeps increasing and we continue to exceed our targets. Our survey of peoples' perceptions shows that more people than envisioned during this first year of measurement agree that they can influence decisions affecting their neighbourhood.

5.0 Considerations

- 5.1 When making comparisons between quarters in previous years and 2016/17, the following should be considered:
 - 5.1.1 The nature and number of some performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.
 - 5.1.2 Many of the performance measures are new and definitions may need further refinement.
 - 5.1.3 Many targets for new performance indicators are either still being baselined or will need to be agreed; these are noted within the report.
 - 5.1.4 Some data will be enhanced and improved to be more robust as data collection methods are developed and / or refined by services over the coming quarters.
 - 5.1.5 The results do not always account for changes in resources and workload during that period (although details can be seen in the numerator and denominator information and in the comments column of the data tables attached to this report).
 - 5.1.6 There may be changes to the numerator and denominator information which may affect the trends by showing a decline while the volume of work has increased.

5.1.7 A proper comparison with national performance data will not be possible until the 2016/17 national performance results are published later in 2017.

6.0 Equality & Engagement Implications

6.1 This report has no direct equality and engagement implications itself although the data reported may form part of the information that leads to a service screening for and undertaking an EIA as required.

7.0 Financial Implications

7.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement as part of *Sustainable Swansea – fit for the future*.

8.0 Legal Implications

8.1 There are no legal implications associated with this report.

Background Papers: None.

Appendices: Appendix A – End of Year 2016/17 Performance Monitoring Report.

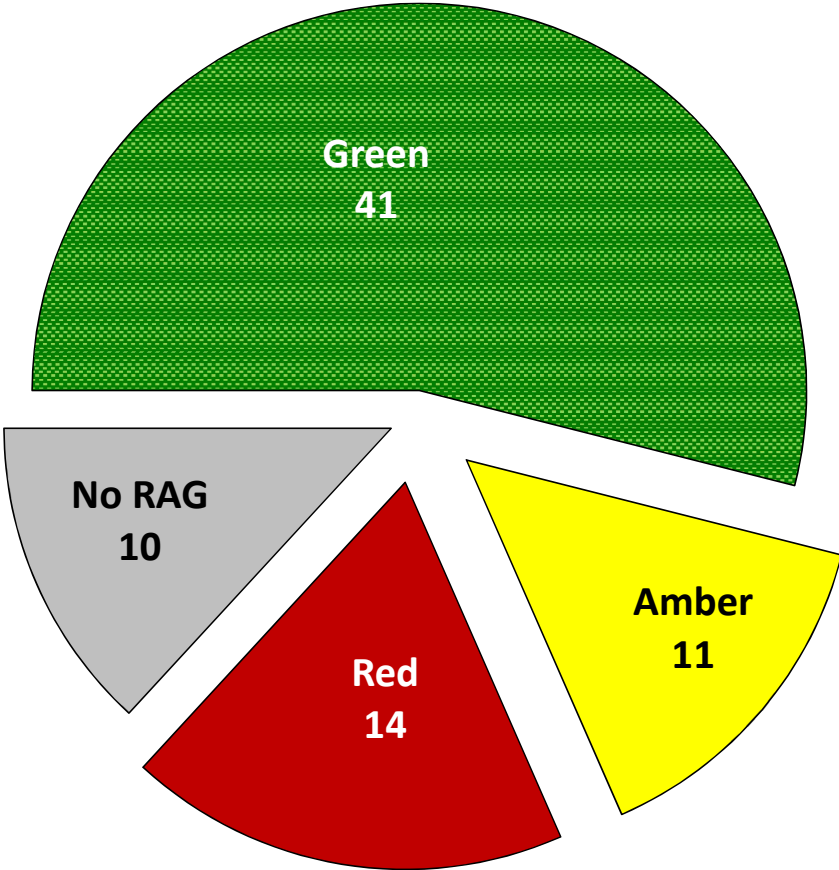


Corporate Performance against Target 2016/17

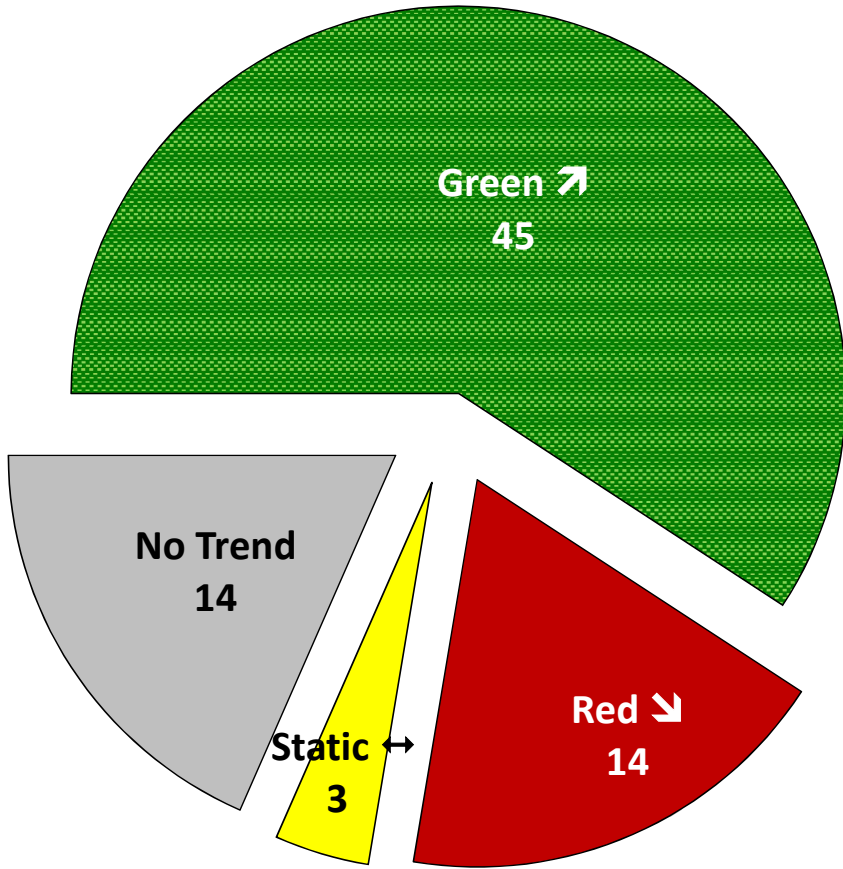
Corporate Performance compared to 2015/16

Page 11

Overall Council Summary



Overall Council Summary

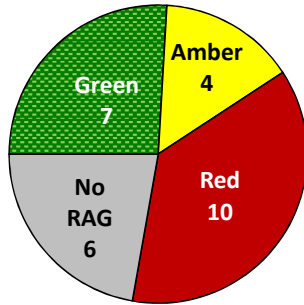


Performance Report - YEAR END 2016-17

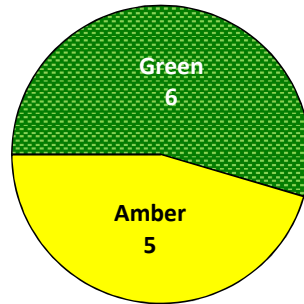


Priority Performance against Target 2016/17

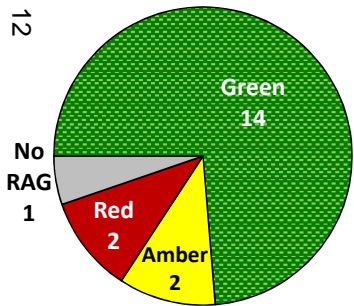
Safeguarding



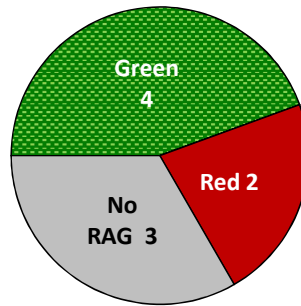
Pupil



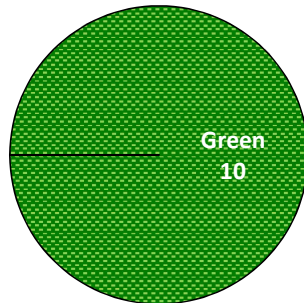
Communities



Economy

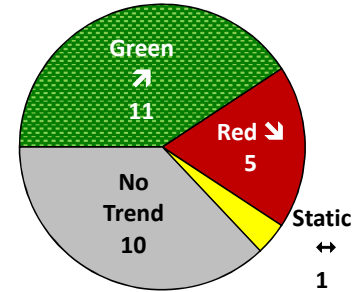


Poverty

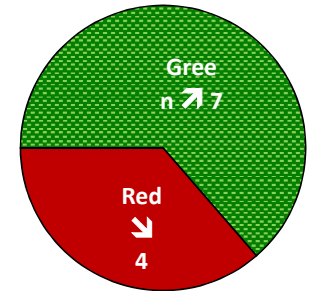


Priority Performance compared to 2015/16

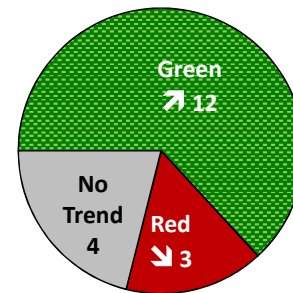
Safeguarding



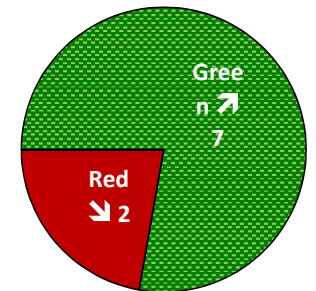
Pupil



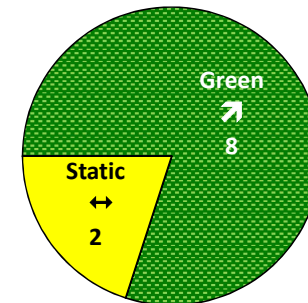
Communities



Economy



Poverty



Performance Report - 2016/17

Year End

**Met Target
Green**

**Within 5% of Target
Amber**

**Missed Target
Red**



| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|---|---|--------------------------|----------------|-----------------|-----------------------------------|--|---------|--|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Priority 1 : Safeguarding Vulnerable People | | | | | | | | | | |
| Page 15 Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation | Measure 18 ↑ The percentage of adult protection enquiries completed within 7 days | RED 89.66% | 95% | - | New PI, no historical data | The number of adult protection enquiries completed in the year that were completed within 7 working days 1,136 / N/A Total number of adult protection enquiries completed in the year. 1,267 / N/A | | Senior managers will be taking action to ensure Designated Lead Managers are responding within an appropriate timeframe. | Alex Williams | John Grenfell |
| | AS8 ↑ Percentage of adult protection referrals to Adult Services where decision is taken within 24 hours | RED 65.27% | 80% | - | New PI, no historical data | The number of adult protection enquiries completed in the quarter that were completed within 24 hours 827 / N/A Total number of adult protection enquiries completed in the year 1,267 / N/A | | | | |
| | AS7 ↓ The percentage of safeguarding referrals relating to people in residential / nursing care homes where the individual had been the subject of a previous safeguarding referral | RED 37% | 20% | - | New PI, no historical data | The number of individuals for whom adult protection referrals were completed during the period where their normal place of residence is a residential / nursing care home and who were the subject of previous safeguarding referrals 210 / N/A The total number of individuals for whom adult protection referrals were completed during the period where their normal place of residence is a residential / nursing care home 571 / N/A | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|---|----------------------------|----------------|--|---|--|---|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation Page 14 | AS5 ↓ The percentage of individuals for whom an adult protection referral has been completed where the subject has an active care and support plan at the end of period | GREEN 36.94% | 85% | - | New PI, no historical data | Of the individuals for whom adult protection referrals were completed during the period, the number of individuals with an active care and support plan at the end of the period 181 | N/A | In the absence of historical data or finalised Welsh Government guidance confirming what data was to be collected, the target set has had to be revised. Nevertheless actual performance demonstrating that individuals can be effectively safeguarded without having to receive ongoing care and support is positive and evidence of a more preventative approach being taken. | Alex Williams | John Grenfell |
| | | | | | The number of individuals for whom adult protection referrals were completed during the period 490 | N/A | | | | |
| | SCA019 ↑ Percentage of adult protection referrals completed where the risk has been managed (i.e. risk reduced or removed, adult protection plan in place) | AMBER 93.60% | 95% | 93.48% | GREEN ↗ | The number of adult protection referrals completed in the year where the risk has been managed. . 307 | 258 | We have almost reached the target, but will continue to look at how to improve performance in 2017/18. | | |
| | | | | The total number of adult protection referrals completed in the year 328 | 276 | | | | | |
| AS6 ↓ Number of adult clients receiving residential / nursing care where the service provider is subject to escalating concerns protocol | RED 23 | 0 | - | New PI, no historical data | Number of adult clients receiving residential / nursing care where the service provider is subject to escalating concerns protocol 23 | N/A | It is unrealistic to think this will never happen and the important thing is that we work very closely with homes and CSSIW to address issues proactively as and when they arise. Please note that the same home was under escalating concerns in quarter 3 and 4. Therefore, the total figure reflects that actual number of people in a home under escalating concerns during the year. | | | |
| | | | | | 1 | N/A | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|--|-----------------------------------|----------------|-----------------|-------------------------------|--|--------------|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation | CFS17 ↓ The number of safeguarding referrals received in the period. | AMBER 1215 | 1200 | 1047 | RED ↓ | The number of safeguarding referrals received in the period. 1,215 | 1,047 | There is ongoing analysis of the rates and origin of inappropriate safeguarding referrals. We are working closely with partners and providers to reduce the number of inappropriate referrals by focussing instead on well being support. | Julie Thomas | Owen Davies |
| | CFS14 ↑ The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral | GREEN 100% | 100% | 100% | STATIC ↔ | The number of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral 1,776 | 1,501 | | | |
| | CFS16 ↑ The percentage of initial core group meetings held within 10 working days of the initial child protection conference | AMBER 90.13% | 92% | 94.78% | RED ↓ | The number of initial core group meetings held within 10 working days of the initial child protection conference 347 | 327 | There has been a higher than expected number of children made subject to a child protection plan in quarter four and this has impacted on performance. Analysis of the reasons for this increase is taking place to ensure strengths based risk sensible practice remains well embedded within children services. | | |
| | CFS11 ↓ Number of children on the Child Protection Register at 31st March | RED 252 | 220 | 216 | RED ↓ | Number of children on the Local Authority's Child Protection Register at the end of the period (excluding temporary registrations) 252 | 216 | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|---|---|-------------------------------------|----------------|-----------------|--|--|------------|--|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation Page 16 | CFS12 ↓ The rate per 1,000 (0-17 population) of children placed on the Child Protection Register. | RED 5.36 | 4.68 | 4.59 | RED ↘ | Number of children on the Local Authority's Child Protection Register at the end of the period (excluding temporary registrations) 252 | 216 | There has been a higher than expected number of children made subject to a child protection plan in quarter four. Analysis of the reasons for this increase is taking place to ensure strengths based risk sensible practice remains well embedded within children services. | Julie Thomas | Owen Davies |
| | | | | | Population (0-17 years) 47,026 | 47,030 | | | | |
| | Measure 28 ↓ The average length of time for all children who were on the Child Protection Register during the year | GREEN 213 days | 280 days | - | New PI, no historical data | The sum of the lengths of time (in days) each child had been on the CPR if they were removed from the CPR in the period. 26,578 | N/A | | | |
| | | | | | | The number of children who were removed from the CPR in the period 125 | N/A | | | |
| | Measure 27 ↓ Percentage of re-registrations of children on the Local Authority Child Protection Register, within 12 months of the previous registration | GREEN 5.58% | 18% | 18.98% | GREEN ↗ | Number of re-registrations of children on the CPR during the year within 12 months from the end of the previous registration. 22 | 41 | | | |
| | | | | | | Total number of registrations on CPR during the year. 394 | 216 | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|---|----------------------------|----------------|--|---|---|---------|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Effective arrangements are in place for safeguarding and protecting those at risk from significant harm and exploitation Page 17 | CFS15 ↓ Percentage of children becoming looked after who were previously looked after within 12 months of the new episode. | AMBER 15.59% | 15% | - | New PI, no historical data | Number of children becoming Looked After in the period, who were looked after within 12 months of the new episode | | The target has just been missed but this relates to a very small number of children. In fact if 2 fewer children in the cohort had not become looked after, the target would have been comfortably met. | Julie Thomas | Owen Davies |
| | | | | | | 29 | N/A | | | |
| | Number of children becoming Looked After in the period. | | 186 | N/A | | | | | | |
| | CFS13a ↓ Looked after children who are reported missing a) No. of instances of children looked after reported missing in the period. | GREEN 264 | 320 | - | New PI, no historical data | No of instances of children looked after reported missing in the period. | | | | |
| | | | | | | 264 | N/A | | | |
| | D | | 1 | N/A | | | | | | |
| CFS13b ↓ Looked after children who are reported missing b) No. of looked after children reported missing who are missing for longer than 24hrs in the period. | no rag - | | - | New PI, no historical data | No of looked after children reported missing who are missing for longer than 24hrs in the period. | | | | | |
| | | | | | N/A | N/A | | | | |
| D | | N/A | N/A | There is ongoing work to improve performance reporting capability in order to capture this data but at present the information is not available. | | | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|-----------------|----------------------------------|----------------|----------------|-----------------|-----------------------|----------------------------------|---------|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |

Policy Commitments relating to Safeguarding

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

Lead Head of Service's Overview

The council has rightly placed meeting its safeguarding responsibilities as its top priority and in that context has set challenging targets not only for performance in children and adult services but for the Council as a whole. However it has proved difficult to establish a small number of indicators with sensible but challenging targets which can act as a reliable proxy measure for the overall health of the Council's safeguarding arrangements. This year has proved something of a learning opportunity for the Council as at the moment the selected indicators and apparent failure to meet targets could give a wrong impression about the current health of the Council's arrangements. However we know from a wider analysis of all the performance indicators for children services and adult services, the forensic challenge provided by our Scrutiny panels, feedback from citizens and the various reviews carried out by CSSIW that we have very strong statutory children services in place and strong and improving arrangements in place for adult services. We also know that staff from across the Council and our Elected Members have not only accessed safeguarding training but are making active use of that training by seeking support for vulnerable children and adults as part of their wider work in communities.

The current indicators have been reviewed and refreshed for the coming year based on lessons learned to date and to enable a continued focus on further improving our arrangements to support and safeguard some of our most vulnerable Swansea citizens.

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|---|----------------|----------------|-----------------|-----------------------|---|------------------|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Priority 2 : Improving Pupil Attainment | | | | | | | | | | |
| Improved primary and secondary school attendance rates | EDU016a ↑ | AMBER | | | GREEN | The total number of sessions not missed (attended) by all pupils in primary schools | | 94.9% - same as last year. Ranking is down one to 12th. Percentage matches Wales average. | | |
| | Percentage of pupil attendance in primary schools | 94.88% | 95.0% | 94.87% | ↗ | 5,696,420 | 5,630,868 | | | |
| | | | | | | Number of sessions possible for all primary school pupils | | | | |
| | | | | | | 6,003,628 | 5,935,354 | | | |
| | EDU016b ↑ | GREEN | | | GREEN | The total number of sessions not missed (attended) by all pupils in secondary schools | | Ranking down one to 11th. 0.1% above Wales average and has a steeper upward trend than Wales overall. | | |
| | Percentage of pupil attendance in secondary schools | 94.33% | 94.1% | 93.97% | ↗ | 3,582,306 | 3,504,870 | | | |
| | | | | | | Number of sessions possible for all secondary school pupils | | | | |
| | | | | | | 3,797,462 | 3,729,807 | | | |
| Page 22 | EDCP28 ↑ | AMBER | | | RED | At Foundation Phase (age 7), number of pupils achieving at least outcome 5 (the expected level) in teacher assessment of Language, Literacy and Communication skills in English | | Decrease across ERW region. | Nick Williams | Sarah Hughes |
| | At Foundation Phase (age 7): Percentage of pupils achieving at least outcome 5 (the expected level) in teacher assessment of Language, Literacy and Communication skills in ENGLISH | 85.6% | 88.0% | 87.0% | ↘ | 1,900 | 2,068 | | | |
| | | | | | | All pupils in the end of Key Stage 2 cohort (age 11) who were assessed in English in Swansea | | | | |
| | | | | | | 2,220 | 2,377 | | | |
| Improved pupil numeracy and literacy rates | EDCP29 ↑ | GREEN | | | RED | At Foundation Phase (age 7), the number of pupils achieving at least outcome 5 (the expected level) in teacher assessment of Language, Literacy and Communication skills in Welsh | | | | |
| | At Foundation Phase (age 7): Percentage of pupils achieving at least outcome 5 (the expected level) in teacher assessment of Language, Literacy and Communication skills in WELSH | 92.0% | 92.0% | 92.2% | ↘ | 369 | 376 | | | |
| | | | | | | All pupils in the end of Foundation Phase Year 2 cohort (age 7) who were assessed in Welsh in Swansea | | | | |
| | | | | | | 401 | 408 | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|---|----------------|----------------|-----------------|-----------------------|--|---------|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Improved pupil numeracy and literacy rates | EDCP32 ↑ | GREEN | | | GREEN | ENGLISH National Reading Test for Years 2 - 9 (ages 7-14) combined: pupils achieving standardised score of at least 85 | | Target to improve from last year. 2.5% above Wales average. Ranked 4th | Nick Williams | Sarah Hughes |
| | National Reading Test for Years 2 - 9 (ages 7-14) combined: pupils achieving standardised score of at least 85 in ENGLISH Reading | 86.3% | 85.5% | 85.5% | ↗ | 16,985 | 16,508 | | | |
| | | | | | | All pupils in Years 2- 9 (ages 7-14) who sat the National Reading Test in English in Swansea | | | | |
| | | | | | | 19,678 | 19,308 | | | |
| Improved pupil numeracy and literacy rates | EDCP33 ↑ | GREEN | | | GREEN | WELSH National Reading Test for Years 2 - 9 (ages 7-14) combined: pupils achieving standardised score of at least 85 | | Target to improve from last year. 1.1% above Wales average. Ranked 7th. | Nick Williams | Sarah Hughes |
| | National Reading Test for Years 2 - 9 (ages 7-14) combined: pupils achieving standardised score of at least 85 in WELSH Reading | 85.9% | 84.8% | 84.8% | ↗ | 2,242 | 2,101 | | | |
| | | | | | | All pupils in Years 2- 9 (ages 7-14) who sat the National Reading Test in Welsh in Swansea | | | | |
| | | | | | | 2,610 | 2,477 | | | |
| Improved pupil numeracy and literacy rates | EDCP34 ↑ | GREEN | | | GREEN | Numeracy - Procedural - Test for Years 2 - 9 (ages 7-14) combined: pupils achieving standardised score of at least 85 | | Target to improve from last year. 3% above Wales average. Ranked 6th | Nick Williams | Sarah Hughes |
| | National Numeracy - Procedural - Test for Years 2 - 9 (ages 7-14) combined: pupils achieving standardised score of at least 85 | 87.3% | 86.7% | 86.7% | ↗ | 17,678 | 17,402 | | | |
| | | | | | | All pupils in Years 2- 9 (ages 7-14) who sat the National Numeracy - Procedural - Test in Swansea | | | | |
| | | | | | | 20,259 | 20,072 | | | |
| Improved pupil numeracy and literacy rates | EDCP35 ↑ | AMBER | | | RED | Numeracy - Reasoning - Test for Years 2 - 9 (ages 7-14) combined: pupils achieving standardised score of at least 85 | | Target to improve from last year. 0.3% lower than last year. 3.2% above Wales average. Ranked 6th | Nick Williams | Sarah Hughes |
| | National Numeracy - Reasoning - Test for Years 2 - 9 (ages 7-14) combined: pupils achieving standardised score of at least 85 | 88.0% | 88.3% | 88.3% | ↘ | 17,824 | 17,724 | | | |
| | | | | | | All pupils in Years 2- 9 (ages 7-14) who were assessed in the National Numeracy - Reasoning - Test in Swansea | | | | |
| | | | | | | 20,257 | 20,072 | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|--|----------------|----------------|-----------------|-----------------------|--|--------------|--|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Improved pupil numeracy and literacy rates | EDCP30 ↑ | AMBER | | | RED | At the end of Key Stage 2 (age 11): Number of pupils achieving at least level 4 (the expected level) in teacher assessment of ENGLISH | | | Nick Williams | Sarah Hughes |
| | At the end of Key Stage 2 (age 11): Percentage of pupils achieving at least level 4 (the expected level) in teacher assessment of ENGLISH | 90.0% | 92.0% | 90.9% | ↘ | 2,247 | 2,270 | | | |
| | | | | | | All pupils in the end of Key Stage 2 cohort (age 11) who were assessed in English | | | | |
| | | | | | | 2,498 | 2,498 | | | |
| Improved pupil educational attainment | EDCP31 ↑ | GREEN | | | GREEN | At the end of Key Stage 2 (age 11): Percentage of pupils achieving at least level 4 (the expected level) in teacher assessment of WELSH first language | | Ranking is down to 7th although percentage increased from previous year by 0.7%. This is WG published figure but excludes EOTAS pupils (WG error). Indicator will cease after 2017. Target missed by 0.3%. | Nick Williams | Sarah Hughes |
| | At the end of Key Stage 2 (age 11): Percentage of pupils achieving at least level 4 (the expected level) in teacher assessment of WELSH first language | 93.2% | 91.7% | 92.9% | ↗ | 289 | 260 | | | |
| | | | | | | All pupils in the end of Key Stage 2 cohort (age 11) who were assessed in Welsh first language | | | | |
| | | | | | | 310 | 280 | | | |
| Page 24 | EDU017 ↑ | AMBER | | | GREEN | Number of of pupils in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A*-C or the vocational equivalent, including English or Welsh (first language) and mathematics | | | Nick Williams | Sarah Hughes |
| Improved pupil educational attainment | Percentage of pupils in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A* C or the vocational equivalent, including English or Welsh and mathematics | 64.70% | 65.0% | 64.01% | ↗ | 1,604 | 1,526 | | | |
| | | | | | | All pupils taught in year 11 in schools maintained by the authority recorded in the relevant January PLASC return for that cohort. | | | | |
| | | | | | | 2,479 | 2,384 | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|-----------------|----------------------------------|----------------|----------------|-----------------|-----------------------|----------------------------------|---------|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |

Policy Commitments relating to Attainment

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

Lead Head of Service's Overview

Policy Commitments 12, 13 & 23

- The Education Strategy Group, chaired by the Leader of the Council, continues to explore new ways to work with schools and to deliver essential and statutory services within reducing funding.
- Gower College has now taken the lead on work-based learning. External partners also deliver post-16 learning and training. The Education Department and Poverty & Prevention Service work with the European and External Funding team to deliver preventative services for NEETs.
- Swansea received a UNESCO Learning City Award at the Mexico conference – the only one in the UK and one of only 12 worldwide at that point in time. Swansea is planning to host the 2017 UNESCO Learning City Regional Seminar.

Policy Commitment 14

- Performance in Swansea schools has continued to improve. Two secondary schools have had overall judgements of Excellent and Excellent in their Estyn inspections since the start of the 2015-2016 academic year.
- Schools where performance had been identified as a concern continue to be targeted by Challenge Advisers. The two original Schools Challenge Cymru secondary schools, Morryston and Pentrehafod, maintained their activities to improve. Dylan Thomas Comprehensive has also benefitted from Schools Challenge Cymru support in 2015-2016.

Policy Commitments 15, 17 & 19

- Challenge advisers in Swansea have completed the annual programme of visits to assess schools. Resulting from this work, the categories of all primary and secondary schools were published at the end of January 2017, in accordance with the national system. The Welsh Government's categorisation system aims to identify the appropriate level of support for each school according to need. There are four colours: green recognises a highly effective, well-run school with strong leadership; yellow signifies a school already doing well but knowing areas it can improve; amber means a school needing help to make improvements more quickly; and red are schools in need of greatest improvement. The categorisation figures show an improvement on the previous year. Swansea has no red schools. Of the 79 primary schools in Swansea, 35 have been awarded green, which is up from 29 in 2016, 32 are yellow, 12 are amber, which is two less than last year, and none are red, where there two last year. There are eight secondary schools categorised green, four yellow and two amber. Swansea's Pupil Referral Unit has moved from red to amber while Penybryn Special School is green and Ysgol Crug Glas is amber.
- The national drive for schools to support each other continues to be developed, involving schools of all categorisations collaborating on improvement. A regional system for identifying and sharing good practice has been established.

(cont'd)

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|-----------------|----------------------------------|----------------|----------------|-----------------|-----------------------|----------------------------------|---------|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |

| | | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|--|
| Lead Head of Service's Overview (cont'd) | | | | | | | | | | |
| Policy Commitment 16 | | | | | | | | | | |
| <ul style="list-style-type: none"> Attendance over three years continues to improve in primary and secondary schools and performance targets have been met. Secondary attendance has improved on the previous year and is 0.1% above the Wales average and ranking 11th nationally. Primary attendance was the same as the previous year, equals the Wales average and ranking 12th nationally. Permanent exclusions remain low and fixed-term exclusions from secondary schools are reducing. | | | | | | | | | | |
| Policy Commitment 18 | | | | | | | | | | |
| <ul style="list-style-type: none"> Following the removal of grant funding, a reduced central service for Family Learning is now in operation. Some schools fund provision themselves. | | | | | | | | | | |
| Policy Commitments 20 & 21 | | | | | | | | | | |
| Ensure 85% of funding is delegated directly to schools – delegation for 2015-2016 was 83.6% and rose to 84.8% in 2016-2017. Additionally to this, funding has been devolved to schools during the financial year from EOTAS provision. The Joint Finance sub-group of the School Budget Forum continues to examine the implications and mitigation of the effect of future reductions to funding in the context of meeting need. The Forum is working with the Education Strategy Group on a model of education for the future. | | | | | | | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|--|---------------------|---------------------|---------------------|-----------------------|--|---------------------|--|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Priority 3 : Creating a vibrant and viable city and economy | | | | | | | | | | |
| A Planning policy framework that supports the creation of a vibrant and viable City and economy | EP28 ↑ | GREEN | | | GREEN | The total number of all planning applications determined during the year within 8 weeks | | A new planning IT system was introduced in October 2016 | Phil Holmes | Andrew Pitson |
| | The percentage of all planning applications determined within 8 weeks | 85.94% | 80.0% | 84.03% | ↗ | 1,437 | 1,558 | | | |
| | | | | | | The total number of all planning applications determined during the year | | | | |
| | | | | | | 1,672 | 1,854 | | | |
| Better quality commercial floorspace enabling the provision of increased employment at sustainable locations | EC2 ↑ | GREEN | | | GREEN | Total number of major applications with an economic imperative that are approved | | This PI used to include minor applications, it was agreed to change this to only include major application types as these were considered more tangible in relation to the wording of the PI. | Phil Holmes | Paul Relf |
| | The percentage of all major applications with an economic imperative that are approved | 91% | 85% | 85% | ↗ | 41 | 802 | | | |
| | | | | | | Total number of major applications determined in the year | | | | |
| | | | | | | 45 | 941 | | | |
| Improved city living opportunities by maximising the use of appropriate and previously developed land | EC3 ↑ | GREEN | | | GREEN | Amount of commercial floorspace created by sq m within the city centre | | Additional 'pipeline' funding secured has allowed significant progress on this project in recent months. A further 3,136sq meters are currently being created scheduled for completion in the coming months. | Phil Holmes | Paul Relf |
| | Amount of commercial floorspace (m ²) created within the city centre to accommodate job creation | 6,647m ² | 4,890m ² | 3,730m ² | ↗ | 6,647m ² | 3,730m ² | | | |
| | | | | | | D | | | | |
| | | | | | | 1 | 1 | | | |
| Improved city living opportunities by maximising the use of appropriate and previously developed land | EC4 ↑ | RED | | | GREEN | Additional number of new housing units completed within Swansea City Centre through Vibrant and Viable Places. | | A further 48 units are currently on site. These 48 were scheduled to be completed within the financial year 16/17, however a delay in securing additional funding has held up progress. | Phil Holmes | Paul Relf |
| | Number of new housing units created in Swansea City Centre as a result of Vibrant & Viable Places funding | 54 units | 63 units | 33 units | ↗ | 54 | 33 | | | |
| | | | | | | D | | | | |
| | | | | | | 1 | 1 | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|---|--|--------------------|----------------|-----------------|-----------------------|---|---------|--|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Extension of the tourist season and the tourism offer as part of the diversification of the rural economy | CTT10 ↑ Total Number of FTE Jobs Supported by Tourism Spend | no rag 5674 | N/A | 5910 | RED ↓ | Total Number of FTE Jobs Supported by Tourism Spend | | The seasonal nature of tourism has an impact upon the employment opportunities throughout the year. This is a very marginal decline in numbers of FTE jobs and the definition here extends to the impacts upon retail, catering and leisure facilities | Phil Holmes | Chris Dignam |
| | | | | | | 5674 | 5910 | | | |

Creating a vibrant and viable City and Economy

| Outcome | Action | Comment |
|--|--|---|
| Vibrant new retail and leisure development within the City Centre, commencing with the comprehensive redevelopment of St. David's | Secure planning consent for the redevelopment of St David's. | The Planning Application and supporting documentation was submitted on 23rd March. The officer's recommendation will be presented to Planning Committee for determination in June. |
| Progressing Kingsway Employment Hub to stimulate enterprise development | Prepare first phase sites and secure funding for new office development, building refurbishment and infrastructure enhancements (including digital) for the Kingsway Employment Hub. | First phase sites on Kingsway and Lower Oxford Street have now been assembled, providing the footprint for the Digital Village first phase development. A detailed business case has been submitted to WEFO for a £4m contribution to the infrastructure works. Structural demolition now well advanced at Oceana. City Deal funding agreement now signed by UK and Welsh Government. 5 case business model for Digital City project to be completed. |
| Redevelopment of the Civic Centre site, contributing to the vibrancy of the City Centre | Select a developer and secure planning consent for the Civic Centre redevelopment. | Trebor Developments and their team selected as development manager. Discussions with the University for a Hydro Hub and research facility as a tourist attraction. Detailed feasibility work on relocation of council offices undertaken which would create a vacant site. Flood Consequences Assessment (FCA) in progress to assess flood risk. |
| Progressing Strategic Housing and mixed use development site proposals progressed in advance of the Local Development Plan (LDP) to reduce housing land supply shortfall | Submit the Deposit LDP for examination by Planning Inspectorate. | Additional work now commissioned on the impact of City Deal and amended economic growth projections on the LDP strategy and allocations. Together with an update on the financial viability appraisals on each of the residential led strategic development areas. |
| | Approve planning applications and supplementary planning guidance development for strategic housing and mixed development sites. | Applications being determined in line with statutory requirements. |
| New investment attracted from companies not currently located in Swansea | Devise an inward investment proposition with regional marketing suite and marketing materials in place to attract new investment opportunities. | Regional suite and virtual team in place and operational. |
| Extension of the tourist season and the tourism offer as part of the diversification of the rural economy | Adopt supplementary planning guidance (SPG) related to holiday accommodation opportunities | This specific SPG has been delayed due to the LDP workload taking priority. In addition, work has also been undertaken on other guidance, in particular City Centre policies and emerging HMO (House in Multiple Occupation) and new student developments policy. |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|-----------------|----------------------------------|----------------|----------------|-----------------|-----------------------|----------------------------------|---------|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |

Policy Commitments relating to creating a vibrant and viable economy

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

Lead Head of Service's Overview

The Swansea Central Area Regeneration Framework sets the strategic policy direction for the ongoing implementation of the Council's regeneration programme which has a direct positive bearing on policy commitments 34, 24, 25, 28, 32 and 33. Significant new residential development and commercial floorspace has been delivered via the Vibrant & Viable Places funded schemes with public and private sector partners across the City Centre. In addition, a significant number of training and employment person weeks have been created by the Council's Beyond Bricks & Mortar scheme for the unemployed and economically inactive.

Development Managers for the Civic Centre and St David's sites have been procured and technical reviews and occupier discussions are well underway. An outline planning application for a mixed use retail and leisure led development was submitted for the Swansea Central scheme on 23rd March. Operators have also been shortlisted for the Arena project. The structural demolition of the former Oceana building is well underway and other strategic acquisitions nearby have now been completed utilising Vibrant & Viable Places funding, providing the development footprint required to deliver the first phase of the Digital Village project on Kingsway.

The Swansea Bay City Region working with partners as described in PC 24 continues apace culminating in the signing of the City Deal agreement by UK, Welsh and Local Governments in March. The next stage is to produce a five case business model to test the ambition as set out in the Swansea City & Waterfront Digital District business case. If agreed the project will help improve perceptions of the city as a place to work, visit and live, with significant investments in digital infrastructure, new developments and skills development (PC 32).

PC36 is being delivered through ongoing collaborations with the universities, where MoU's identify joint working opportunities, and via close collaboration, as demonstrated via the City Deal project. Swansea University are key partners in the delivery of Hafod Copper Works and the Hydro-Hub project.

PC 31 – enabling works at Westway have been delivered to facilitate future highway investments at Kingsway, where design work is underway. A detailed business case funding application has been submitted to Welsh European Funding Office (WEFO) to fund infrastructure works at Kingsway.

The draft deposit LDP has undergone public consultation and the responses have been analysed. Further work has been now been commissioned to test the impact of the City Deal and amended economic growth projections on the LDP strategy and allocations. Together with an update on the financial viability appraisals on each of the residential led strategic development areas.

Looking specifically at PC 25, around £250 million will be spent up to 2020/21 (including this current year) to improve Council houses which includes the £11 million identified within the policy commitment. The HRA Capital programme is focussed on the improvement of the housing stock up to the WHQS (Welsh Housing Quality Standard) but also includes provision to support additional council housing.

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer | |
|--|--|----------------|----------------|-----------------|--|---|--------------|--|-----------------------------|---------------------------------|--------------|
| | | | | | | 2016/17 | 2015/16 | | | | |
| Priority 4 : Tackling Poverty | | | | | | | | | | | |
| Children have a good start in life; 2 and 3 year old children in the Flying Start are helped to achieve their expected language, emotional, social and cognitive development | FSSOGa ↑ | GREEN | | | GREEN | Total children assessed within timescale (23-25 mths) as at or above dev norms | | | Rachel Moxey | Lisa Williams | |
| | Percentage of Flying Start children assessed as performing at or above the developmental norm for 2 year data | 60.30% | 60% | 56.29% | ↗ | 281 | 282 | | | | |
| | | | | | Total children assessed by a SOGS (Schedule of Growing Skills) within timescale (23-25 mths) | | 466 | | | | 501 |
| | | | | | Total children assessed within timescale (35-37 mths) as at or above dev norms | | 246 | | | | 279 |
| Children have a good start in life; 2 and 3 year old children in the Flying Start are helped to achieve their expected language, emotional, social and cognitive development | FSSOGb ↑ | GREEN | | | GREEN | Total children assessed within timescale (35-37 mths) as at or above dev norms | | | Rachel Moxey | Lisa Williams | |
| | Percentage of Flying Start children assessed as performing at or above the developmental norm for 3 year data | 61.96% | 60% | 60.65% | ↗ | 246 | 279 | | | | |
| | | | | | Total children assessed by a SOGS (Schedule of Growing Skills) within timescale (35-37 mths) | | 397 | | | | 460 |
| | | | | | Total children assessed within timescale (23-25 mths) as at or above dev norms | | 466 | | | | 501 |
| Page 3 Children who are not disadvantaged by poverty when achieving and attaining standards and wellbeing in education | EDFM2 ↑ | GREEN | | | STATIC | Number of pupils in receipt of FSM in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A*-C or the vocational equivalent, including English or Welsh (first language) and mathematics | | Improved from last year. However, for non-FSM the percentage was 71.4% so a gap remains. | Nick Williams | Sarah Hughes | |
| | Percentage of pupils in receipt of free school meals (FSM) in schools maintained by the authority in the previous summer achieving 5 or more GCSEs at grades A* C or the vocational equivalent, including English or Welsh and mathematics | 39.1% | 37% | 39.1% | ↔ | 146 | 146 | | | | |
| | | | | | All pupils in receipt of FSM taught in year 11 in schools maintained by the authority recorded in the relevant January PLASC return for that cohort. | | 373 | | | | 373 |
| Young people and adults are in employment, education or training | EDCP18c ↑ | GREEN | | | STATIC | Pupils known to be NOT in Education, Employment or Training at 16 (not including those who have moved away) | | Usually reported with decimal places, result 2.7%. | | | |
| | Young people known to be NOT in Education, Employment and Training (EET) [at 16, on leaving formal education] | 2.69% | 3.5% | 2.69% | ↔ | 64 | 64 | | | | |
| | | | | | All Pupils in Year 11 cohort | | 2,375 | | | | 2,375 |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|---|--|---------------------|----------------|-----------------|-----------------------|---|----------|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| People have a decent standard of living; receiving the maximum benefits they are entitled to receive and in a prompt and timely way | POV05 ↑ The amount of additional benefits maximised for people who are entitled to claim each year by the involvement of the Welfare Rights Team | GREEN £1,084,383 | £800,000 | £845,678 | GREEN ↗ | Amount of benefit income secured or increased £1,084,383 | £845,678 | | Rachel Moxey | Jane Storer |
| | | | | | | D 1 | 1 | | | |
| | HBCT01a ↓ Housing Benefit Speed of Processing: a) Average time for processing new claims. | GREEN 16.5 days | 19 days | 17.4 | GREEN ↗ | Sum in calendar days of time taken to process all new claims. 99,794 | 113,097 | | Mike Hawes | Karen Williams |
| | | | | | | Number of new claims received 6,039 | 6,512 | | | |
| | HBCT01b ↓ Housing Benefit Speed of Processing: b) Average time for processing notifications of change in circumstances | GREEN 4.5 days | 7 days | 5.7 | GREEN ↗ | Sum in calendar days of time taken to process change in circumstances. 251,500 | 303,434 | | | |
| | | | | | | Number of change in circumstances decided. 55,971 | 53,229 | | | |
| | HBCT02a ↓ Council Tax Reduction Speed of Processing: a) Average time for processing new claims | GREEN 16.9 days | 19 days | 17.9 | GREEN ↗ | Sum in calendar days of time taken to process all new claims. 106,887 | 115,720 | | Mike Hawes | Karen Williams |
| | | | | | | Number of new claims received 6,332 | 6,470 | | | |
| | HBCT02b ↓ Council Tax Reduction Speed of Processing: b) Average time for processing notifications of change in circumstances | GREEN 3.6 days | 7 days | 5.4 | GREEN ↗ | Sum in calendar days of time taken to process change in circumstances. 267,161 | 287,971 | | Mike Hawes | Karen Williams |
| | | | | | | Number of change in circumstances decided. 73,461 | 53,681 | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer | |
|---|--|----------------|----------------|-----------------|-----------------------|--|---------|---------------------------------------|---|---------------------------------|---------------|
| | | | | | | 2016/17 | 2015/16 | | | | |
| Prevent homelessness to help maintain stability and security for families, safeguard health, wellbeing and prevent social exclusion | POV06 ↓ The average number of days all homeless families with children spent in Bed & Breakfast accommodation | GREEN | | | GREEN | Number of days for each period spent in B&B accommodation by each family with children whose duty has been accepted during the year. | 30 | 63 | There was one complex case in this final quarter which required housing out of the Swansea area. This resulted in a weekend stay in B&B until the other Local Authority could assist the family. B & B is only used on an emergency basis and for the shortest time possible. | Lee Morgan | Marie Muldoon |
| | | 3.8 days | 7 days | 7.0 days | ↗ | Total number of homeless families with children whose duty has been accepted who have spent time in B&B accommodation | 8 | 9 | | | |

Actions for Tackling Poverty

| Outcome | Action | Comment |
|--|--|---|
| Investment to improve council housing, bring wider economic benefits and contribute to the regeneration of estates | Deliver capital programme schemes/£55m spend | <p>Whilst the initial Capital Programme budget for 2016/17 was £55m, this increased to £60.71m following the addition of slippage from the 2015/16 programme. The forecast spend on the Capital Programme for 2016/17 is £51.6m, leaving slippage of £9.1m to be rolled over to 2017/18.</p> <p>Some of the major schemes during 2016/17 in terms of forecast expenditure are:</p> <ul style="list-style-type: none"> • Kitchen & Bathroom Replacement (£18.4m) • High Rise Refurbishment (£10.6m) • Wind & Weatherproofing Schemes (£3.5m) • Adaptations (£2.8m) • Boiler replacement (2.6m) • Roofing (£2.1m) |

Policy Commitments relating to tackling poverty

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

Lead Head of Service's Overview

There are no major concerns in the performance data above. All performance is either at or above target. This general 'good health' is supported through a number of key achievements throughout the year including the development of new strategic approaches to tackling poverty and prevention (now at consultation stage). In addition we have delivered commissioning reviews of our family support and domestic violence support services. Our success has been recognised through opportunities such as Swansea' selection as a pilot authority for extended childcare provision and our support opportunities have been extended through the approval by of projects such as as Cam Nesa (NEETs). Whilst positive we also face a number of key challenges, such as the decision by Welsh Government to phase out the Communities First Programme, replacing this with an approach supporting 'empowerment, employability and early years'. We will work to ensure that Swansea gains as great a benefit as possible from these changes.

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|---|--|--------------------|----------------|-----------------|----------------------------|---|---------|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Priority 5 : Building sustainable communities | | | | | | | | | | |
| More people are involved in local community activities that are important to them | CUST8a ↑ Number of successful bids to the Community Action Transformation Fund | no rag 8 | 0 | 5 | GREEN ↗ | Actual Number of applications made to the Community Action Transformation Fund (CATF) approved by the External Funding Panel (EFP) 8 5 | | | Rachel Moxey | Spencer Martin |
| | | | | | | D 1 1 | | | | |
| | SUSC10 ↑ Number of services sustained in the community and were previously formally managed by the Council | RED 41 | 50 | - | New PI, no historical data | Number of services which were previously managed by the Council and have been transferred to independent community-based management and ownership 41 N/A | | | Tracey McNulty | Sue Reed |
| | | | | | | D 1 N/A | | | | |
| People have equitable access to services to promote independence and quality of life | SUSC5 ↑ Number of new requests for local area co-ordination | GREEN 229 | 140 | 85 | GREEN ↗ | The number of introductions for individuals recorded in the Local Area Co-ordination database. 229 85 | | | Alex Williams | John Grenfell |
| | | | | | | D 1 1 | | | | |
| People are living in cohesive and resilient communities with the right skills and technological improvements to sustain their communities | SUSC2 ↑ Percentage of people across Swansea who agree or strongly agree they can influence decisions affecting their neighbourhood | GREEN 34.5% | 25% | - | New PI, no historical data | Number of people responding 'agree' and 'strongly agree' to: To what extent do you agree that you can influence decisions affecting your neighbourhood? 364 N/A | | | Chris Sivers | Rhian Millar |
| | | | | | | Total number of respondents to the question 1,054 N/A | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|---|---|---------------------|----------------|-----------------|----------------------------|---|---------|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| More people living at home or in the community instead of in residential care 10 35 | SCA001 ↓ The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over | GREEN 5.81 | 6 | 5.74 | RED ↘ | Total number of local authority residents experiencing a delayed transfer of care during the year for social care reasons 126 | 122 | | Alex Williams | John Grenfell |
| | | | | | | Total population aged 75+ 21,672 | 21,254 | | | |
| | AS4 ↑ Percentage of clients returning home following a period of residential reablement | GREEN 75.5% | 58% | 52.9% | GREEN ↗ | The number of people who have left the residential reablement services whose destination on leaving was own home or to family 151 | 109 | | | |
| | | | | | | The total number of people who have left the residential reablement service 200 | 206 | | | |
| | Measure 20a ↑ The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later | GREEN 66.67% | 50% | - | New PI, no historical data | The number of adults who completed a period of reablement who have a package of care six months later which is smaller than it was on completion of the reablement period. 6 | N/A | Due to a Welsh Government change in statutory definition, only those people who did receive a service prior to the period of reablement can be counted. There are consequently very few people that entered the service who were already receiving a service. | | |
| | | | | | | The number of adults who completed a period of reablement who had a package of care and support within the week before the reablement began. 9 | N/A | | | |
| | Measure 20b ↑ The percentage of adults who completed a period of reablement who have no package of care and support 6 months later | GREEN 69.53% | 25% | - | New PI, no historical data | The number of adults who completed a period of reablement who have no package of care six months later 235 | N/A | Performance on this indicator has been calculated throughout the year for quarterly purposes. The statutory national definition for annual reporting specifies people ceasing reablement April-September 2016. | | |
| | | | | | | The number of adults who completed a period of reablement with or without a package of care and support within the week before the reablement began. 338 | N/A | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|---|---|----------------------------|----------------|-----------------|-----------------------|---|---------|--|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Page 36 More people living at home or in the community instead of in residential care | SCA002b ↓ The rate of older people (aged 65 or over) whom the authority supported by the local authority in care homes per 1,000 population aged 65 or over at the end of March | GREEN 18.47 | 19.1 | 19.26 | GREEN ↗ | Number of people aged 65 or over supported by the local authority in care homes at the end of March, including local authority and independent sector residential care and nursing care. 880 | 891 | | Alex Williams | John Grenfell |
| | Total population aged 65 or over | | 47,653 | 46,266 | | | | | | |
| | SCA002a ↑ The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over | RED 61.97 | 67.3 | 67.11 | RED ↘ | Number of people aged 65 or over supported in the community at the end of March. 2,901 | 3,105 | | | |
| Total population aged 65 or over | | 46,812 | 46,266 | | | | | | | |
| Page 36 People make the best use of resources that promote wellbeing and prevent them through early intervention from requiring statutory services | SCA020 ↑ The percentage of adult clients who are supported in the community during the year | AMBER 83.04% | 87% | 86.94% | RED ↘ | The total number of adult clients 18+ who are supported in the community during the year 5,660 | 6,031 | Whilst there are fewer than expected numbers of older people receiving traditional care and support services, this may actually be an early sign that the focus on prevention and reablement services is having a positive impact. | | |
| | Total number of adult clients 18+ supported in the community during the year plus the total number of adult clients supported in care homes during the year, counted once. | | 6,816 | 6,937 | | | | | | |
| | CFS1 ↓ Number of children becoming looked after in the period | AMBER 185 | 180 | 202 | GREEN ↗ | Number of children becoming looked after in period 185 | 202 | | | |
| D | | 1 | 1 | | | | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|---|--|--------------------|----------------|-----------------|-----------------------|--|--|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| | <p>CIP3 ↑</p> <p>The number of GP Referrals still engaging in physical activity after 12 months and indicating their health has improved</p> | GREEN 176 | 85 | 82 | GREEN ↗ | <p>The number of referrals who have completed the 16 week scheme and have reached the 12 month point within the financial year (i.e. 2013-14) who report they are still active.</p> <p>176</p> <p>82</p> | <p>The figure for the number of GP Referrals still engaging in Physical activity after 12 months was 176 out of 196 attendees overall. This is 90% which is a high level of achievement. 70% is considered good so this is a considerable achievement.</p> | Tracey McNulty | Chris Dignam | |
| People are living in cohesive and resilient communities with the right skills and technological improvements to sustain their communities | <p>SUSC1 ↑</p> <p>Percentage of people across Swansea who are satisfied or very satisfied with their local area as a place to live</p> | GREEN 86.7% | 86.6% | 86.6% | GREEN ↗ | <p>Number of people responding 'satisfied' and 'very satisfied' to: Overall, how satisfied are you with your local area as a place to live?</p> <p>949</p> <p>934</p> <p>Total number of respondents to the question</p> <p>1,094</p> <p>1,079</p> | | Chris Sivers | Rhian Millar | |
| | <p>SUSC3 ↑</p> <p>Percentage of Swansea residents who agree or strongly agree that their local area is a place where people from different backgrounds get on well together</p> | GREEN 82.4% | 76% | 71.4% | GREEN ↗ | <p>Number of people responding 'agree' and 'strongly agree' to: To what extent do you agree that your local area is a place where people from different backgrounds get on well together?</p> <p>885</p> <p>748</p> <p>Total number of respondents to the question</p> <p>1,074</p> <p>1,048</p> | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|--|----------------|----------------|-----------------|-----------------------|--|---------|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| More people are involved in local community activities that are important to them | WMT009(b) ↑ The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way | GREEN | | | GREEN | Total tonnage of local authority Municipal waste prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way 73,816 69,986 | | This result relates to the period 01/01/16 - 31/12/16 | Chris Howell | Keith Coxon |
| | | 62.73% | 58% | 59.20% | ↗ | The tonnage of municipal waste collected by the local authority 117,671 118,219 | | | | |
| Page 38 | IT10 ↑ The number of beneficiaries who have attended the "Get Swansea online" programme | GREEN | | | GREEN | The number of individual clients who complete one or more sessions of the Get Swansea Online programme of digital training and support in financial year 2016/17 415 319 | | Carefully managed overbooking of courses to compensate for no-shows and a new system of contacting people booked on the courses via text message and phone call reminders has ensured that the target was exceeded. | Lee Wenham | Steve Jenkins |
| | | 415 | 385 | 319 | ↗ | D 1 1 | | | | |
| People have equitable access to services to promote independence and quality of life | IT11 ↑ The Percentage of "Get Swansea Online" respondents who stated they would use the internet to access councils services | GREEN | | | GREEN | The number of individual respondents who complete the Get Swansea Online Feedback Survey in financial year 2016/17 and state that they are likely or very likely to use the internet to access to council services. 161 145 | | The courses and supporting guides are tailored to showcase council services that are available online which is reflected in the result. | Lee Wenham | Steve Jenkins |
| | | 91% | 80% | 89% | ↗ | The number of individual respondents who complete the Get Swansea Online Feedback Survey in financial year 2016/17. 176 163 | | | | |
| | IT12 ↑ The Percentage of "Get Swansea Online" respondents who stated they would use the internet to access retail or financial opportunities | GREEN | | | GREEN | The number of individual respondents who complete the Get Swansea Online Feedback Survey in financial year 2016/17 and state that they are likely or very likely to use the internet to access retail or financial opportunities. 120 105 | | Digital and financial inclusion is closely linked and an important part of the courses is highlighting financial advantages to being online to take advantage of deals. The courses also help teach attendees to recognise secure sites that are safe to transact with and inform them about scams online to help them protect themselves from fraud, so it's pleasing to exceed this target. | Lee Wenham | Steve Jenkins |
| | | 73% | 70% | 70% | ↗ | The number of individual respondents who complete the Get Swansea Online Feedback Survey in financial year 2016/17. 164 149 | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|-----------------|----------------------------------|----------------|----------------|-----------------|-----------------------|----------------------------------|---------|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |

Policy Commitments relating to building sustainable communities

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

Lead Head of Service's Overview

We have made good progress meeting our intended outcomes within the Building Sustainable Communities priority to ensure that people have equitable access to services that promote independence and quality of life and helping more people to live at home or in the community instead of residential care. The Local Area Coordinators that we have in place are proving very successful. We received 229 new requests for local area coordination in 2016/17, which exceeded the target and ensured that people are being actively supported within their communities. Over 75% of people who use the reablement home service return home following a period of reablement instead of going into residential care with over 69% needing no package of care and support 6 months later following their return home.

We want to promote wellbeing and prevent people through early intervention and prevention from requiring statutory services. The figure for the number of GP referrals still engaging in physical activity after 12 months was 176 out of 196 attendees overall, This represents 90% attendees continuing to adopt a healthy lifestyle, which is a significant achievement.

We want people to live in resilient and cohesive communities. Our survey of peoples' perceptions of their communities is showing a high percentage of respondents satisfied with their areas as places to live and agreeing that people from different backgrounds get on well together.

We want more people to be involved in local community activities that are important to them. Participation in recycling keeps increasing and we continue to exceed our targets. Our survey of peoples' perceptions shows that more people then envisioned during this first year of measurement agree that they can influence decisions affecting their neighbourhood.

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|----------------------------|----------------------------------|----------------|----------------|-----------------|-----------------------|----------------------------------|---------|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Corporate Scorecard | | | | | | | | | | |

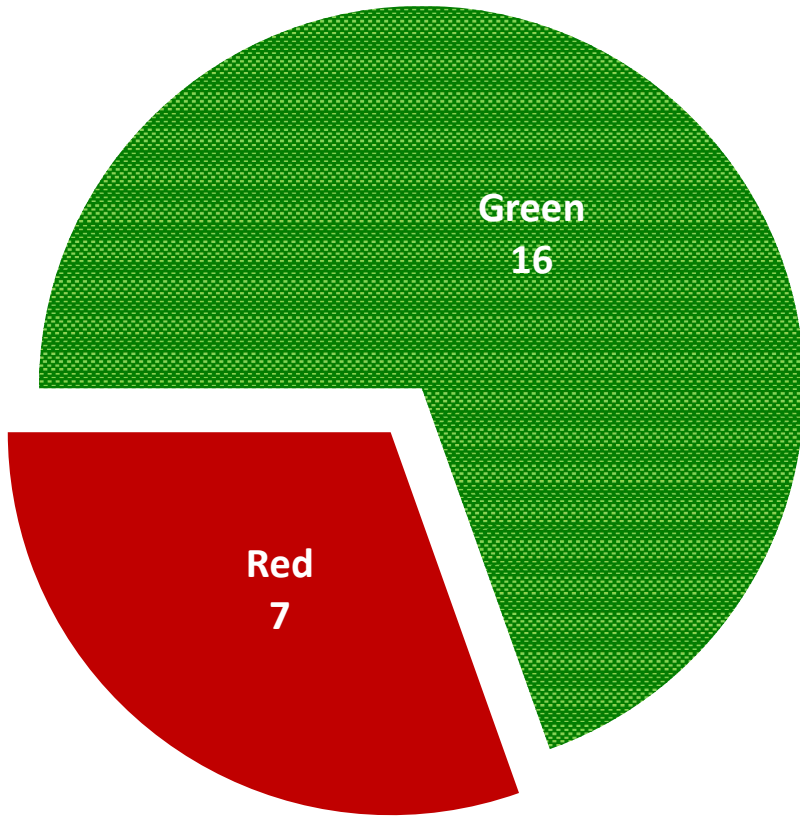
Performance Report - YEAR END 2016-17



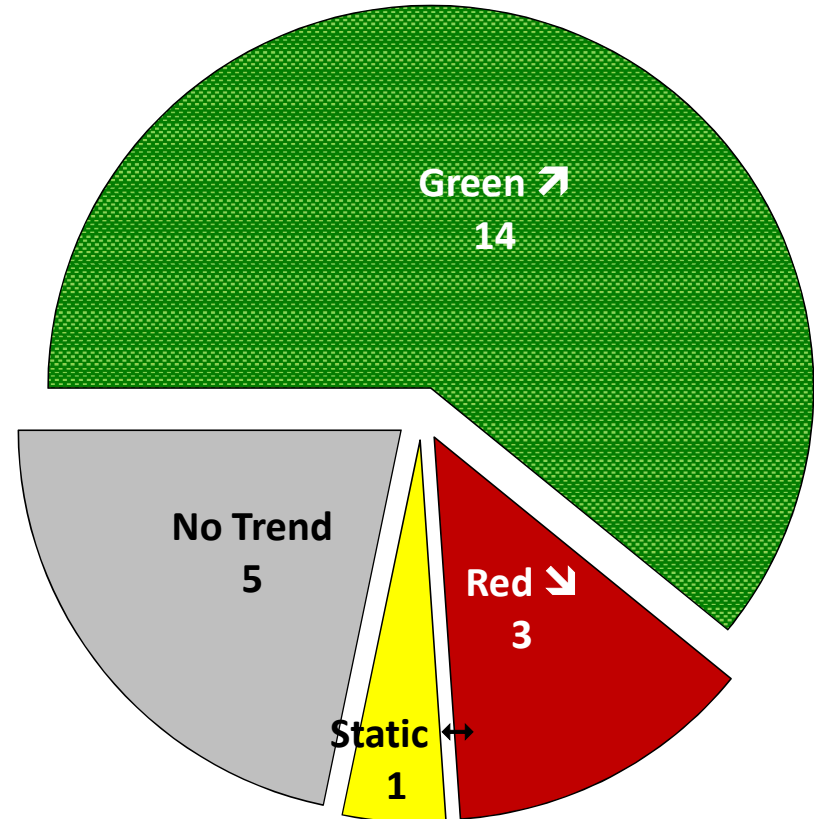
Corporate Performance against Target 2016/17

Corporate Performance compared to 2015/16

Overall Council Summary



Overall Council Summary



| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|-----------------|----------------------------------|----------------|----------------|-----------------|-----------------------|----------------------------------|---------|---------------------------------------|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |

Performance Report - YEAR END 2016-17

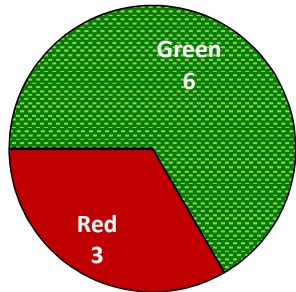


Corporate Performance against Target 2016/17

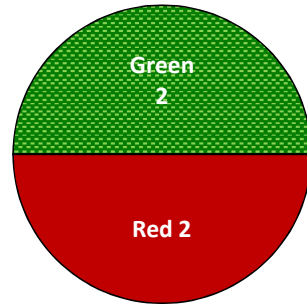
Corporate Performance compared to 2015/16

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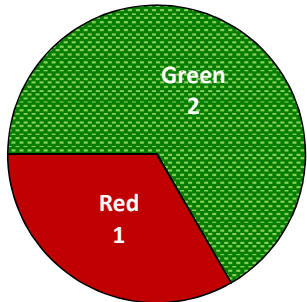
Customer



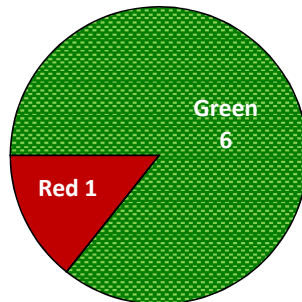
Finance



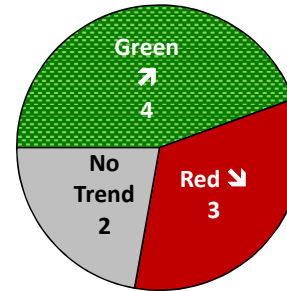
Processes



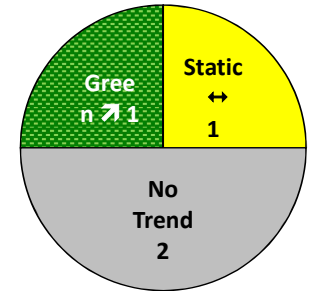
Workforce



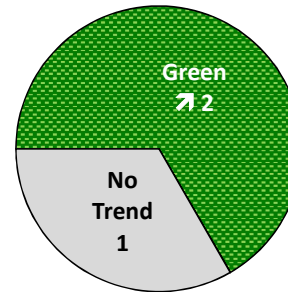
Customer



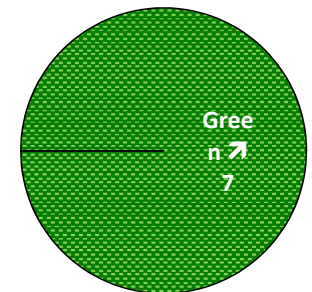
Finance



Processes



Workforce



| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|-------------------------------------|--|----------------|----------------|-----------------|-----------------------|--|---------|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Corporate Support - Customer | | | | | | | | | | |
| Reduce demand | CUST1b ↓ | GREEN | | | GREEN | Number of contacts in Civic Centre requiring Face to face handling | | | Lee Wenham | Julie Nicholas-Humphreys |
| | Number of Face to Face contacts in Contact Centre | 43,924 | 62,120 | 62,120 | ↗ | 43,924 | 62,120 | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Increase Digital Transactions | CUST4c ↑ | GREEN | | | GREEN | Number of visitors who used the E-zone facilities | | | Lee Wenham | Liz Shellard |
| | Number of visitors using the Contact Centre E-zone | 3,132 | 2832 | 2,832 | ↗ | 3,132 | 2,832 | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | CUST2a ↑ | RED | | | GREEN | Number of service-based payments received on the Civica payment system via City & County of Swansea websites | | | Lee Wenham | Liz Shellard |
| Page 42 | Number of online payments received via City & County of Swansea websites | 154,358 | 172,600 | 34,662 | ↗ | 154,358 | 34,662 | | | |
| | | | | | | | | | | |
| | | | | | | | | The number of website transactions has decreased by 7% from 15/16, while the value of the transactions is the same. Online payments required work to be done by the payment supplier which was delayed and out of the council's control. 21% of bulk waste requests are now online, with payments coded straight into the back office system. More expensive forms of payment e.g. cash, cheque and post office payments are down from 15/16 while efficient payment types like BACS and card have increased. | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|--|----------------|----------------|-----------------|-----------------------|---|---------|--|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Reduce demand Increase Digital Transactions | CUST2b ↑ Number of forms completed online for fully automated processes | GREEN | | | GREEN | Number of forms completed online for processes which are fully automated. 12,846 4,733 | | The targets were difficult to set as this is the first year that the figure was being recorded as a KPI and new processes were brought in during the year. A new KPI to reflect the percentage of online processes against the total across all forms of contact will be investigated to better reflect channel shift in 17/18. We have already increased the number of online forms during April, with 19 request forms including payments now going directly into the back office payment system. These include skip and scaffolding permits, bus pass replacements and hanging basket orders. | Lee Wenham | Liz Shellard |
| | | 12,846 | 5,650 | 4,733 | ↗ | 1 | 1 | | | |
| Page 43 Improve Customer satisfaction | CUST5 ↑ Percentage of recent customers who were satisfied or very satisfied with the level of customer service they received from Swansea Council | GREEN | | | RED | Number of people responding 'satisfied' and 'very satisfied' to: If you engaged with a member of Swansea Council staff within the last 6 months - Overall, how satisfied or dissatisfied are you with the level of customer service you received from Swansea Council on that occasion? 412 2,212 | | In order to make the PI more robust we changed the question to collect this indicator and therefore the results could vary slightly from last year's figures. This year's results suggest that people are only marginally less satisfied, although the authority continues to undergo significant change. We are transforming way our customers contact us which may affect customer satisfaction levels, but we have still met our overall target | Lee Wenham | Rhian Millar |
| | | 82.9% | 70% | 90.8% | ↘ | Total number of respondents to the question 497 2,435 | | | | |
| | CUST6 ↑ Percentage of Swansea residents satisfied or very satisfied with Council services overall. | GREEN | | | RED | Number of people responding 'satisfied' and 'very satisfied' to: How satisfied are you with Council services overall? 740 8,434 | | | | |
| | | 67.8% | 60% | 69.0% | ↘ | Total number of respondents to the question 1,092 12,223 | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|---|---------------------------------|----------------|-----------------|--|---|------------|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Improve Customer Satisfaction Page 44 | CUST10a ↓ Number of corporate complaints | RED 1093 | 960 | 925 | RED ↘ | Number of corporate complaints received by the Corporate Complaints section 1,093 | 925 | We encourage the reporting of complaints and compliments as a means of improving services. Whilst the overall number of complaints has risen compared to last year, the percentage of justified complaints is low and within target. A full report on corporate complaints and compliments during 2016/17 will be published. | Lee Wenham | Andrew Taylor |
| | | | | | D 1 | 1 | | | | |
| | CUST10b ↓ Percentage of justified corporate complaints which require further action after the closure of the complaint to tackle the issue | GREEN 9.0% | 30% | - | New PI, no historical data | Number of responses where the service confirms that further action is required, after a complaint response has been sent, to address and/or tackle issue(s) arising from a complaint received. 42 | N/A | | | |
| | | | | | Number of corporate complaints received by the Corporate Complaints section in period which are adjudged to be justified 468 | N/A | | | | |
| | CUST11 ↓ Percentage of complaints considered by the Public Services Ombudsman for Wales ('the Ombudsman') where the Ombudsman has determined there was maladministration on the part of the Authority | RED 6.5% | 0% | - | New PI, no historical data | Number of letters received from the Ombudsman confirming there has been a finding of maladministration against the Authority 2 | N/A | There were 2 cases this year where the Authority agreed a voluntary settlement with the Ombudsman Office. In 1 case relating to home improvement loans the service department agreed to refund application fees due to excessive delay in processing. In the other case which related to street naming and numbering the service department agreed to pay for an amendment to a house name plaque due to a lack of clarity regarding the numbering of a property. | Lee Wenham | Andrew Taylor |
| | | | | | Number of letters received from the Ombudsman where a determination has been made in relation to a complaint received 31 | N/A | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|---|---|-------------------------------------|----------------|-----------------------------------|--|--|---|--|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Corporate Support - Finance | | | | | | | | | | |
| Page 15 Budget Monitoring and delivering of savings | FINA6 ↑ Percentage of identified forecast general fund revenue savings and income for the year compared to originally approved budget | RED 85.76% | 100% | 83.88% | GREEN ↗ | Identified forecast general fund revenue savings and income for the year £19.307m | £22.458m | Mitigating actions agreed by Cabinet in formal quarterly monitoring reports (use of reserves, inflation provision and capital financing charges) are now shown as part of other savings and included in the overall numerator. This approach has been agreed with BPRG | Mike Hawes | Ben Smith |
| | | | | | Agreed original savings set out in the budget approved by Council. £22.513m | £26.774m | | | | |
| | FINA10a ↓ For the General Fund Revenue Budget: a) the forecast variance (£) from agreed departmental revenue budget | RED £4,979,000 | £0 | - | New PI, no historical data | i) Forecast outturn for departmental revenue budget MINUS ii) Agreed departmental revenue budget (=original budget plus approved virements) £4,979,000 | N/A | No change from formal 3rd quarter report to Cabinet. Outturn will be declared in May. | | |
| | | | | | | 1 | N/A | | | |
| FINA10b ↓ For the General Fund Revenue Budget: b) the forecast variance (£) from agreed budget against additional savings target, central budget items and contingency fund | GREEN -£4,319,000 | £0 | - | New PI, no historical data | For the GFRB for the additional savings target, central budget items and contingency fund: i) Forecast outturn for budget MINUS ii) Agreed budget (=original budget plus approved virements) -£4,319,000 | N/A | No change from formal 3rd quarter report to Cabinet. Outturn will be declared in May. | Mike Hawes | Ben Smith | |
| | | | | | 1 | N/A | | | | |
| CFH007 ↑ The percentage of council tax due for the financial year which was received by the authority | GREEN 97.30% | 96.8% | 97.30% | STATIC ↔ | The amount of council tax received in the year. £103,322,770 | £98,215,133 | In year collection rate achieved equal to 15/16 figure | | | |
| | | | | | The total amount of council tax due for the financial year £106,190,492 | £100,939,957 | | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|--|----------------------------|----------------|-----------------|-----------------------------------|---|---------|--|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Corporate Support - Processes | | | | | | | | | | |
| Increase self-service for employees Page 46 | PROC1 ↑ Number of employee self-service transactions | GREEN 67,594 | 63,000 | 927 | GREEN ↗ | Number of employee self-service transactions | | There has been a marked increase in transactions this year as more employee self-service processes have come online. The automation of internal processes allows staff to be more productive and design more efficient processes. The introduction of self-service password resets and incident logging has enabled instant resolution to some problems without the need to speak to the Digital Services service desk. This action alone has saved 13,000 calls, giving the service desk more time to help customers with more complex issues and provide a better service. Other self-service functions such as purchasing additional annual leave have supported the organisation in its ambitions as an employer to offer a high degree of flexibility to staff. | Sarah Caulkin | Matthew Knott |
| | | | | | | 67,594 | 927 | | | |
| Consolidate/ Reduce Business Support | PROC3a ↓ The number of Business Support posts in the establishment | GREEN 1,089 | 1,250 | 1,416 | GREEN ↗ | The number of Business Support posts in the establishment | | Posts have reduced overall throughout the year | Steve Rees | Sian Williams |
| | | | | | | 1,089 | 1,416 | | | |
| Re-commission services | PROC4a ↑ Number of Commissioning Service Reviews completed within the set process timescales | RED 1 | 10 | - | New PI, no historical data | Number of Commissioning Service Reviews completed within timescales to inform a Cabinet decision for implementation | | Nine out of ten Commissioning Reviews have been undertaken during 2016-17. One has been fully completed in Corporate Building & Property Services. The remaining eight are well underway and will complete by July 2017. Timelines slipped from the 22 weeks due to the complexity and scale of some of these reviews. | Sarah Caulkin | Vicky Thomas |
| | | | | | | 1 | N/A | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer |
|--|--|----------------------------------|----------------|-----------------|-----------------------|--|--|---|-----------------------------|---------------------------------|
| | | | | | | 2016/17 | 2015/16 | | | |
| Corporate Support - Workforce | | | | | | | | | | |
| Staff are in work and healthy | CHR002 ↓ The no. of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence | RED 9.7 | 8 | 10.2 | GREEN ↗ | Total number of working days/shifts lost to sickness absence, between 1 April and 31 March annually as FTE. 89,171 95,599 | Average number of full-time equivalent (FTE) employees. 9,179 9,367 | Note from Corporate Performance Team - Data quality under review This is a reduction from the fig 10.2 days from 15/16 & we flex the additional resources assigned to absence management & Occupational Health interventions. | Steve Rees | Sian Williams |
| Staff satisfaction and moral are high | WORK5 ↑ Percentage of staff satisfied with the support they get from their immediate manager | GREEN 81.3% | 78.9% | 79.0% | GREEN ↗ | Number of staff responding 'satisfied' and 'very satisfied' to: Question 5: How satisfied are you with each of the following aspects of your job? - The support I get from my immediate manager 1,523 1,402 | Total number of respondents to the question 1,874 1,775 | Rhian Millar | | |
| Staff are satisfied with the recognition they get for making | WORK9 ↑ Percentage of staff who say that they are able to make improvements in their area of work | GREEN 79.7% | 77% | 76.9% | GREEN ↗ | Number of staff responding 'agree' and 'strongly agree' to: Question 2: To what extent do you agree or disagree with the following statements about your work? - I am able to make improvements in my area of work 1,495 1,367 | Total number of respondents to the question 1,876 1,778 | | | |

| Related Outcome | PI & desired direction of Travel | Result 2016/17 | Target 2016/17 | Perform 2015/16 | Comparison to 2015/16 | N – Numerator D – Denominator | | Comments (Explanation and Actions) | Responsible Head of Service | Responsible Performance Officer | | | |
|---|--|--------------------|----------------|-----------------|---|--|---|---------------------------------------|---|---------------------------------|--------------------------------|--|--|
| | | | | | | 2016/17 | 2015/16 | | | | | | |
| Staff are satisfied with the recognition they get for making | WORK11 ↑ Percentage of staff satisfied with the support they have to develop their skills and learn new things | GREEN 71.4% | 67.8% | 67.9% | GREEN ↗ | Number of staff responding 'agree' and 'strongly agree' to: Question 5: How satisfied are you with each of the following aspects of your job? - The support I have to develop my skills and learn new things | | | | | | | |
| | | | | | | 1,342 | 1,208 | | | | | | |
| | | | | | | Total number of respondents to the question | | | | | | | |
| | | | | | | 1,880 | 1,780 | | | | | | |
| Page 48 Staff satisfaction and moral are high | WORK13a ↓ Percentage of staff who indicate that they have personally experienced harrassment, bullying or abuse in the last 12 months from: a) Service users, their relatives or other members of the public | GREEN 19.2% | 21.2% | 21.2% | GREEN ↗ | Number of staff responding 'yes' to: Question 9: In the last 12 months have you personally experienced harrassment, bullying or abuse at work from: • Service users, their relatives or other members of the public | | | | | | | |
| | | | | | | 353 | 359 | | | | | | |
| | | | | | | | Total number of respondents to the question | | | | | | |
| | | | | | | | 1,836 | 1,696 | Initiatives such as Helping Hands and the 'Bully Buddy' Schemes continued throughout the year to raise awareness of the issue and to encourage employees to report inappropriate behaviour. | | Steve Rees Rhian Millar | | |
| | WORK13b ↓ Percentage of staff who indicate that they have personally experienced harrassment, bullying or abuse in the last 12 months from: b) Managers/team leaders | GREEN 10.2% | 12.2% | 12.2% | GREEN ↗ | Number of staff responding 'yes' to: Question 9: In the last 12 months have you personally experienced harrassment, bullying or abuse at work from: • Managers/team leaders | | | | | | | |
| | | | | | | 161 | 194 | | | | | | |
| | | | | | | Total number of respondents to the question | | | | | | | |
| | | | | | | 1,580 | 1,584 | | | | | | |
| WORK13c ↓ Percentage of staff who indicate that they have personally experienced harrassment, bullying or abuse in the last 12 months from: c) Colleagues | GREEN 9.0% | 9.8% | 9.8% | GREEN ↗ | Number of staff responding 'yes' to: Question 9: In the last 12 months have you personally experienced harrassment, bullying or abuse at work from: • Colleagues | | | | | | | | |
| | | | | | 142 | 154 | | | | | | | |
| | | | | | | Total number of respondents to the question | | | | | | | |
| | | | | | | 1,584 | 1,579 | | | | | | |

Report of the Cabinet Member for Service Transformation & Business Operations

Council – 24 August 2017

CORPORATE PLAN 2017/22

| | |
|------------------------------------|--|
| Purpose: | To publish a Corporate Plan containing the Council's Well-Being Objectives in line with the requirements set out within the Well-Being of Future Generations (Wales) Act 2015 and statutory guidance relating to Public Bodies |
| Policy Framework: | <i>Sustainable Swansea – Fit for the Future</i> |
| Consultation: | Cabinet Member, Legal, Finance and Access to Services |
| Recommendation(s): | It is recommended that: 1) That the Corporate Plan 2017/22 is adopted. |
| Report Author: | Richard Rowlands |
| Finance Officer: | Carl Billingsley |
| Legal Officer: | Debbie Smith |
| Access to Services Officer: | Sherrill Hopkins |

1.0 Introduction

- 1.1 This report outlines proposals for meeting the requirements set out in the Well-Being of Future Generations (Wales) Act 2015 (WFG Act) for public bodies to set and review our Well-being Objectives and publish them in a Corporate Plan.
- 1.2 In summary, the WFG Act sets out a 'Well-Being Duty'. The Well-Being Duty requires public bodies to carry out sustainable development and encompasses two main obligations:
- a. Deciding priorities – the duty to set 'Well-Being Objectives'.
 - b. Meeting priorities – the duty to take 'reasonable steps'.

2.0 Requirements for setting Well-Being Objectives

2.1 The Council must set and publish '*Well-Being Objectives*' **no later than 31 March 2017**.

2.2 When setting its Well-Being Objectives, the Council must have regard to **all seven** of the national Well-Being Goals prescribed under the Act. These goals are attached at Appendix B.

2.3 The Council's Well-Being Objectives must be designed to 'maximise its contribution' to achieving each of the seven national Well-Being Goals; and the Council must take 'all reasonable steps' (in exercising its functions) to meet them. The Goals are not to be considered a hierarchy (i.e. they are all of equal importance), but as an integrated set.

2.4 The Council must also have regard to **evidence** when setting its Well-Being Objectives. This evidence includes:

- *National Indicators* (when published) – *population* indicators comprising of data as it affects a community area (in this case a regional area, i.e. Wales); they are not performance indicators measuring the performance of the Council or any single organisation.
- *A Future Trends Report* – published by the Welsh Government outlining **predictions** of likely future trends in social, economic, environmental and cultural well-being of Wales.
- *The Assessment of Local Well-Being* – undertaken by (on behalf of) the Public Service Board (PSB).

2.5 The Council's Well-Being Objectives must be reviewed on an annual basis.

2.6 The WFG Act also puts in place a '*Sustainable Development Principle*', which tells organisations how to go about meeting their duty under the Act.

2.7 The Sustainable Development Principle is based upon 5 key ways of working that the Council will need to apply (and demonstrate that it has applied) when setting its Well-being Objectives and setting out the steps it will take to meet them within the Corporate Plan, as follows:

- *Long-Term* – the Council balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
- *Prevention* – the Council when setting and taking steps to meet its Well-Being Objectives acting to prevent problems from occurring or getting worse.

- *Integration* – the Council considering how its Well-Being Objectives may impact upon each of the seven national Well-Being Goals, on its other objectives and on the objectives of other public bodies; action should be taken to minimise any detrimental impacts.
 - *Collaboration* – the Council considering how it can work with other public bodies, or with other parts of the Council, to meet its Well-Being Objectives.
 - *Involvement* – the Council involving people with an interest in achieving its Well-Being Objectives and ensuring that those people reflect the diversity of the area that the Council serves.
- 2.8 The Council is required to publish a *Well-Being Statement* in its Corporate Plan along with its Well-Being Objectives.
- 2.9 The Well-Being Statement must outline why the Council feels that each Well-Being Objective will see it maximise its contribution to the seven national Well-Being Goals.
- 2.10 The Well-Being Statement will also need to set out how the Council has applied the Sustainable Development Principle (the 5 ways of working) in setting and taking steps to meet its Well-Being Objectives.
- 3.0 Meeting the requirements by 31st March 2017**
- 3.1 The Local Government elections in May 2017 made it difficult to review and revise the corporate priorities and publish a new Corporate Plan before the end of March 2017.
- 3.2 A report at Cabinet on 16th March approved the following course of action.
- That the Council's 5 key priorities (Well-Being and Improvement Objectives) expressed in the Corporate Plan 2016/17 were carried forward into 2017/18 until the local government elections in May 2017.
 - That the 'Well-Being Statement' for 2017/18 would be published outlining the work already undertaken and underway to review our priorities (Well-Being and Improvement Objectives).
 - That the work that was then underway to review the Council's priorities (Well-Being and Improvement Objectives) would continue with the newly elected Administration into 2017/18 with a new Corporate Plan published as soon as practicably possible.
- 3.3 The Council's Well-Being Statement containing the Council's interim Well-being Objectives for 2017/18 was subsequently approved at

Cabinet on 16th March 2017 and published before the end of March 2017.

- 3.4 In its Well-Being Statement, the Council undertook to review its Well-being Objectives and publish this Corporate Plan following the local government elections in May 2017.

4.0 Well-being objectives and Corporate Plan 2017/22

- 4.1 The review of the Corporate Plan and Well-being Objectives was undertaken by consulting with local people and by assessing the evidence outlined in para 2.4. The Council's equality objectives, including Welsh language, and Policy Commitments were also considered.

- 4.2 The Council's Corporate Plan and Well-being Objectives (and Improvement Objectives) were revised for 2017/22 following this review as follows:

- Safeguarding People from Harm.
- Improving Education & Skills.
- Transforming our Economy & Infrastructure.
- Tackling Poverty.
- Transformation & Future Council development.

- 4.3 The Corporate Plan describes the steps being undertaken to meet the Well-being Objectives and contribute to the seven national well-being goals outlined in the Act.

- 4.4 The Plan also sets out how the Council is maximising its contribution to the Well-being Objectives and national goals through the way in which the Council works, which is in line with sustainable principles outlined in para 2.7.

- 4.5 A copy of the Corporate Plan 2017/22 is attached at Appendix A.

5.0 Equality & Engagement Implications

- 5.1 The Corporate Plan was screened for relevance for an EIA. The screening determined that a full EIA was necessary. The draft EIA determined that the Plan would have a positive impact on people with protected characteristics, as well as other positive impacts on equality, and that there were no concerns identified. A copy of the EIA is attached at Appendix C.

6.0 Financial Implications

- 6.1 This report has no direct financial implications.

7.0 Legal Implications

- 7.1 Under the Local Government (Wales) Measure 2009 for each financial year the Council must set itself objectives for improving the exercise of its functions during that year (“improvement objectives”) and further must have regard to guidance issued by the Welsh Ministers. By 1st April 2017, the Council must set itself “Well-Being Objectives” as required by the Well-Being of Future Generations (Wales) Act 2015 and have regard to guidance issued by the Welsh Ministers; para 3.0 and 4.0 outlines how the Council has worked to meet this requirement in light of the issues described in para 3.1. There is the possibility that Welsh Government may not be satisfied with the measures taken by the Council to comply with its statutory obligations under the WFG Act. However, all local authorities in Wales are likely to be encountering the same constraints.

Background Papers: None.

Appendices:

Appendix A – Corporate Plan 2017/22.

Appendix B – The 7 National Well-Being Goals prescribed by the Well-Being of Future Generations (Wales) Act.

Appendix C – Equality Impact Assessment.

Delivering a Successful & Sustainable Swansea

The City & County of Swansea's Corporate Plan 2017/22

Foreword

There are a number of major challenges facing the world, the UK, Wales and Swansea. Many of these challenges require us to work in a different way to how we have worked before.

The population of Swansea just like the rest of the UK and Wales is going through some major changes. We are getting older, our communities are more diverse and the population is set to continue to grow. The ageing population also means that we are seeing increases in certain illnesses and conditions, such as dementia. A growing population and an increase in the number of households mean that providing additional and affordable housing is a priority. Levels of poverty and health inequality continue to prove to be stubbornly high. All of this is putting additional pressure on public services at a time when budgets and finance is being squeezed.

Globalisation, changes to global economic growth and shifts away from manufacturing to service and technological based economies and BREXIT creates challenges for the UK, Wales and Swansea economies but also opportunities that need to be captured and pursued if we are to fulfil our potential

Climate change is one of the greatest dangers and challenges facing us all and we need to think how we can adapt, reduce our carbon and greenhouse emissions and reduce our risk to flooding and other significant impacts. This also involves making better use of our land and natural resources whilst seeking to protect our natural environment and improve biodiversity.

To tackle these challenges we need to work together. To give current and future generations a good quality of life we need to think about the long-term impact of the decisions we make. We have to do things differently to make things change. If we are to beat these challenges we need to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future.

None of this will be easy and will take time to fulfil. The City & County of Swansea has made a good start but there is a lot more to do. Swansea continues to push the boundaries of sustainable practice. Our values and principles together with our well-being objectives that are described in this Corporate Plan already make a significant contribution to improving the economic, environmental and cultural well-being of Wales and Swansea; but the Council needs to do more to show that it is doing all it can do contribute to the Wales and Swansea that we want and is working in a way that shows that sustainable practice is fully embedded in its business. The City & County of Swansea is fully committed to embedding sustainability as its central organising principle. It will build upon the good practice that already exists and will continue its maturing commitment to sustainable development, learning together along the way so that it shapes all that we do both now and in the future.

Cllr Rob Stewart
Leader of the Council

Phil Roberts
Chief Executive

1. Introduction – Review of the Corporate Plan and Well-Being Objectives

The City & County of Swansea published its well-being statement before 31st March 2017 as required by the Well-Being of Future Generations (Wales) Act 2015.

The well-being statement sets out our key priorities for 2017/18. These priorities, known as our 'well-being objectives', are our objectives for improving the environmental, cultural and social well-being of Swansea and Wales.

The full well-being statement can be found along with a copy of this Corporate Plan by clicking on this link –

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

We undertook to review and publish this Corporate Plan following the local government elections in May 2017.

The review of the Corporate Plan and our well-being objectives was undertaken by consulting with local people and by assessing the following evidence:

- Future trends and challenges.
- An assessment of local well-being.
- Our equality objectives, including Welsh language.
- Reference to national indicators.
- Our policy commitments.

Our Corporate Plan and our well-being objectives were revised for 2017/22 following this review.

The Corporate Plan describes the steps being undertaken to meet our well-being objectives and contribute to the seven national well-being goals¹ outlined in the Act.

The Plan also sets out how we are maximising our contribution to our well-being objectives and national goals through the way in which we work, which is in line with sustainable principles as follows:

- Looking ahead to the medium and long-term challenges.
- Preventing problems from occurring or from getting worse.
- Ensuring our objectives do not contradict each other and complement those of other public bodies.
- Working in partnership with others.
- Involving local people.

¹ The National Goals are: A Prosperous Wales; A Resilient Wales; A Healthier Wales; A More Equal Wales; A Wales of More Cohesive Communities; A Wales of Vibrant Culture and Thriving Welsh Language; A Globally Responsible Wales.

A summary of our published well-being statement for 2017/18 follows. It incorporates changes to the well-being statement that have been made following the review of our well-being objectives and Corporate Plan.

2. Summary of Well-Being Statement

Our Corporate Plan – vision, values, principles and well-being objectives

Our Corporate Plan *Delivering a Successful & Sustainable Swansea* and our well-being objectives outline how we will work to meet present and future challenges.

The challenges ahead

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

- Population changes – a growing, ageing and more diverse Swansea.
- Economic changes – attracting investment, high quality jobs and new technology into Swansea while addressing the skills gap.
- Climate change – risks from flooding, air and water quality, dangers to ecosystems and biodiversity and energy security.
- Social and cultural changes – addressing inequalities in health, education, employment and life chances.

We have sought to address these current and future challenges through our Corporate Plan and our well-being objectives.

Our ambitions and commitments to residents – our well-being objectives

In order to meet these challenges, we have prioritised five well-being objectives. These are:

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education & Skills** – so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy & 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 & Future Council development** – so that we and the services that we provide are sustainable and fit for the future.

The review of our Corporate Plan and well-being objectives saw the removal of the former *Building Sustainable Communities* well-being objective and its replacement with a new *Transformation & Future Council* objective.

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

future residents. This is now being addressed through our *Transformation & Future Council* objective and through our other four well-being objectives.

The remaining well-being objectives for 2017/22 expressed in this Corporate Plan are worded differently but are substantially the same as the well-being objectives expressed in the last Corporate Plan. The scope of each well-being objective has however been broadened following the review of our Corporate Plan as we have sought to maximise our contribution to the national goals through our well-being objectives.

How we will work – our values and principles

Our values and principles expressed in our Corporate Plan underpin the delivery of our well-being objectives and reflect sustainable ways of working:

Our Values

Our Plans are built on three clear values, which 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 well-being objectives and will be woven into the way that we work.

- ***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 the *Transformation & Future Council* priority and 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 well-being objectives, working with others. We will also ensure that, through this approach, we meet the requirements of the *Well Being of Future Generations (Wales) Act 2015*.

- **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**

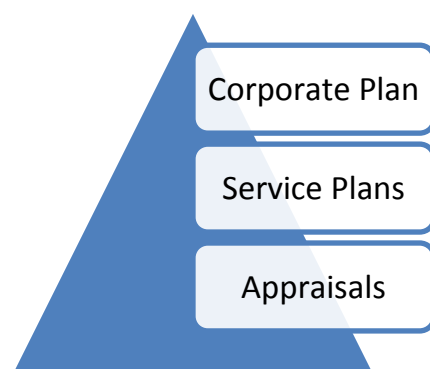
We will work together with our partners across the public, business and voluntary sectors through the Public Service Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities.

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 well-being objectives 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 – the steps

Our Corporate Plan demonstrates that all of our well-being objectives taken together and the steps that we are undertaking to deliver them shows our contribution to all seven national goals and to the social, economic, cultural and environmental well-being of Swansea and Wales.

Our contribution to the national goals and well-being of Swansea and Wales is not just expressed in our Corporate Plan. The Corporate Plan describes our key well-being objectives and contribution but it forms part of our wider Performance Improvement Framework, which includes departmental Service Plans; the Corporate Plan taken together with Service Plans describes our full contribution. This arrangement is outlined in the diagram below:



Our Delivery – sustainable ways of working

We will further maximise our contribution to the social, economic, cultural and environmental well-being of Swansea and Wales through embedding sustainable ways of working.

These ways of working are reflected in our values and principles but also in the steps we are taking and plan to take in order to maximise our contribution.

- **Looking ahead to the long-term challenges**

Our Corporate Plan and well-being objectives seek to address current and longer-term challenges.

We have started to further develop our capability and capacity for a longer-term strategic outlook, looking at future trends and scenarios in order to build a strategic picture looking ahead to between 10 and 25+ years. 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.

These workshops seek to identify a common view on future challenges and to sketch out 'what good looks like' to inform future policy development and service design and delivery.

- **Preventing problems from occurring or getting worse**

Through our well-being objectives we are working to prevent problems or to stop them from getting worse.

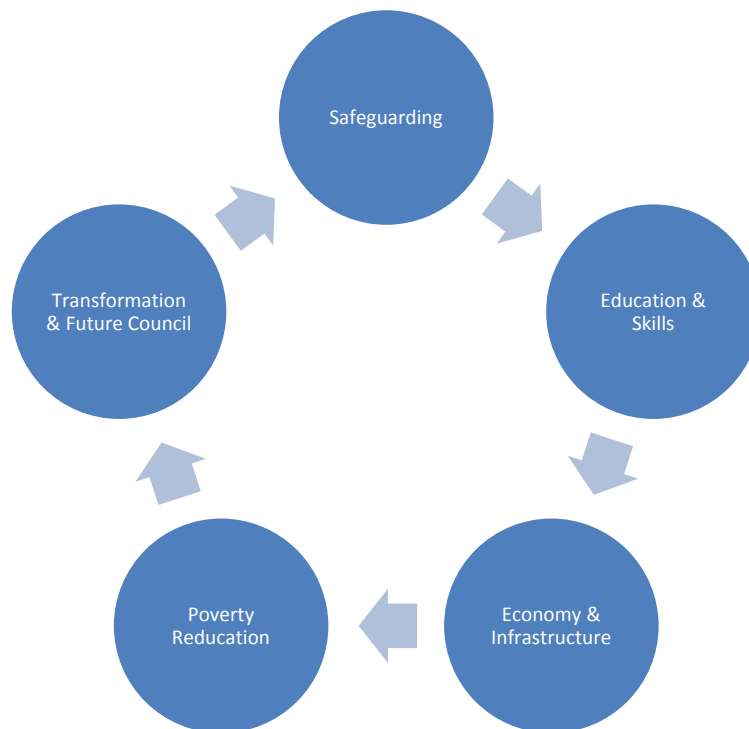
The Council needs to continue to develop its preventative approach and has to that end developed a *Prevention Strategy*. This strategy will further embed early intervention and prevention into the Council's business and place an even greater focus on improving well-being.

- **How our well-being objectives relate to each other and to those of other public bodies.**

It is important to point out though that each of our well-being objectives cannot be seen in isolation from each other. Each well-being objective both affects and is affected by the others.

For example, improving education and skills is both important to our efforts to reduce poverty and to improve the city and economy, which means transforming our education system to ensure children and young people have the necessary skills for the new economy.

This interdependency is illustrated in the diagram below:



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.

We have used this tool to assess and review our Corporate Plan and well-being objectives, which has helped map our contribution to the national goals and identify further options for maximising the contribution to the social, economic, cultural and environmental well-being of Swansea and Wales.

During the review of the Council's well-being objectives and the Corporate Plan, Public Service Board (PSB) representatives attended one of the public consultation events to inform the development of the Plan.

Further engagement with our public service board partners on our well-being objectives will be undertaken in 2017/18 and 2018/19 during the production of the PSB well-being plan.

- **Working in collaboration with others**

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.

Our full well-being statement describes examples where partnership working is key to delivering our well-being objectives. These include:

- Working with six other local authorities to deliver school improvement services.
 - Working in partnership on safeguarding with representatives of each of the main agencies and professionals who are responsible for helping to protect children and adults from abuse and neglect through the Western Bay Adult and Children's Safeguarding Boards.
 - Working with three other local authorities, the Welsh Government, Universities and the private sector through the Swansea Bay City Deal to 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.
- **Involving all of our citizens in what we are doing**

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.

Swansea Voices Online Panel consists of database of residents who are regularly consulted by the Council about its services and local issues. Its membership is continually refreshed to give as many people as possible the opportunity to take part. Recent areas of consultation have included the City Centre redevelopment and priorities for the Council's budget.

The Council tracks the views of Swansea residents using an ongoing telephone survey. Every other month 180 people are asked their opinion about the Council, the services it provides, Council staff and satisfaction with their local area. The information gathered each year provides us a representative account of public opinion and is used to inform our service plans and is submitted as part of our performance monitoring processes.

In addition, the Council engages with the diversity of the population through diversity groups and forums, such as the 50+ Network, BME Forum and LGBT Forum. Schools pupils are involved in their education through School Councils and through *Pupil Voice*, which is directly aimed at increasing pupil participation as set out in Article 12 of the United Nations Convention of the Rights of the Child (UNCRC); Swansea was the first UK Council to adopt and embed UNCRC. The Council's *Big Conversation* events give children and young people an opportunity to discuss issues that matter to them and to influence Council policy.

Community action and involvement is central to how the Council is looking to plan and deliver services. The formation of 'Friends' groups are being supported to regenerate local parks, beaches and allotments. In social care, strengths based approaches to professional practice is also involving people and their families in helping to deal with their own problems by focussing on their strengths and assets and what they can bring to the table.

We have plans to involve more local people in the Council's decisions that affect them, their families and communities. We will look to establish a forum for community volunteers to involve them in the decision-making process and give them an opportunity to express their views and opinions.

Involving people in our well-being objectives

The review of our Corporate Plan and well-being objectives for 2017/22 consisted of three different approaches to involving people: (i) focus groups with young people (from 9 different secondary schools), (ii) two focus groups with members of the public and representatives from other organisations centred on identifying current and future challenges, what should be done and 'what does good look like' and (iii) two on-line surveys of members of the public and the Council's citizens panel respectively. The results from this involvement helped shape our revised Corporate Plan and well-being objectives.

The consultation and engagement on our well-being objectives identified a number of common themes and challenges. These are summarised below and are addressed through our well-being objectives:

Economic prosperity and regenerating the city centre

- Working with partners to deliver the City Deal across the region.
- Creating more apprenticeships and addressing the age gap and employment opportunities for those people further away from the labour market.
- Taking advantage of opportunities arising from the growth of new technology, science and creative industries.
- Improving the leisure, tourism and cultural offer and infrastructure of Swansea.
- Improving transport and infrastructure.
- The need for a sustainable rural economy.

Environmental challenges

- Encouraging the growth of local carbon, affordable and accessible transportation.
- Building more energy efficient homes.
- Caring for and raising awareness about the environment and promoting recycling.
- Protecting parks, providing more open spaces and promoting biodiversity.
- Investing in green technology and renewable energy.

Health, social care and well-being

- Enabling older people to live independently and to age well.
- Preventing homelessness and providing affordable housing.
- Supporting carers.
- Working with children in the early years before school.
- Tackling obesity and poor nutrition.

Cultural, social and community cohesion

- Tackle the abuse and bullying of children.
- Encourage volunteering and participation in the community.
- Staging more cultural and community events.
- Deal with hate crime and promote diversity and cohesion.

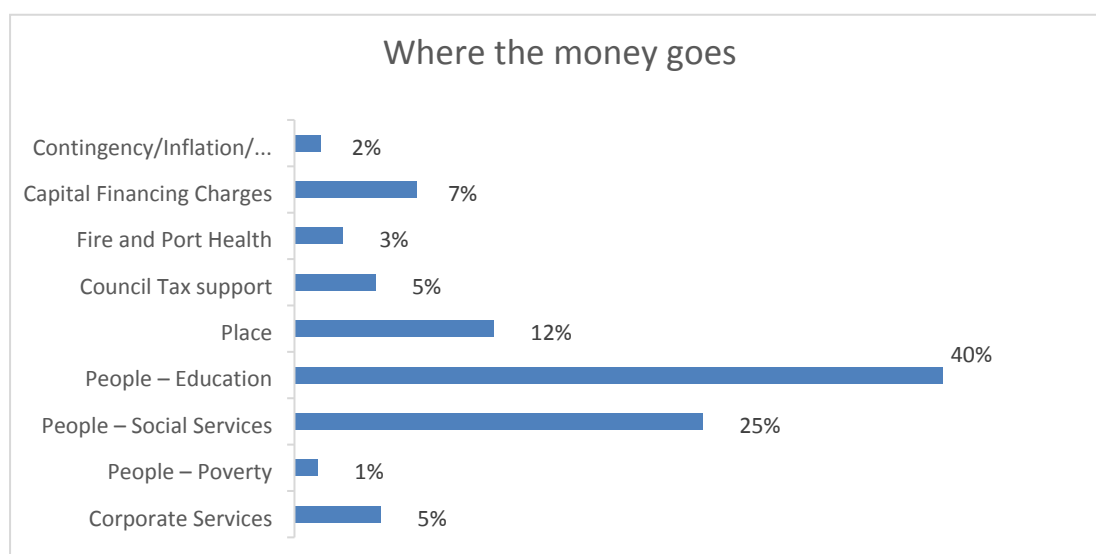
Public services and involvement in decision-making

- The need to focus on early intervention and prevention and reduce demand on public services.
- Providing more information and support on how to access services and support.
- Working more in partnership with others, including the third sector.
- Involving service users more in the planning and design of services and in decision-making.

Our Budget – resourcing our well-being objectives

Following consultation with staff, the public and other stakeholders, a report on the budget goes to Cabinet and is then discussed at a meeting of full Council. The Council has over £400 million to spend. The vast majority of this money comes from the Government and grants, and we raise further money from council tax and income. This is how it is currently allocated (2017/18 budget):

| | £ | |
|-------------------------------|----------|-----|
| Corporate Services | 22063 | 5% |
| People – Poverty | 6068 | 1% |
| People – Social Services | 103814 | 25% |
| People – Education | 164716 | 40% |
| Place | 50763 | 12% |
| Council Tax support | 20645 | 5% |
| Fire and Port Health | 12359 | 3% |
| Capital Financing Charges | 31209 | 7% |
| Contingency/Inflation/Reserve | 6760 | 2% |
| Total | 418, 397 | |



Public consultation on 2018/19 budget will be underway by the Autumn. Although the amount of money we receive from Welsh Government could well reduce in cash next year, there will need to be much larger savings to offset our forecast of £16million of additional expenditure, which is outside our control such as rising inflation and demographics.

We also think that our funding from Welsh Government will reduce significantly in the coming years, which means we will have £60m less to spend in real terms at a time when demand for services like social care is rising.

The public have already told us their priorities are schools and social services. Yet they also tell us some specific events, street cleaning and highways maintenance are very important to them too. Our budget includes a list of budget priorities in line with our well-being objectives set out in our Corporate Plan. But with less money we'll have to reduce spending on these priorities whilst making bigger cuts in other areas to balance the books.

We raise over £100million in council tax each year, but this is barely enough to cover the cost of our social services, let alone all the other services we provide. The overall cost of Council services means simply raising Council Tax is not an option. So we have to take other steps.

3. Our well-being objectives

The next part of the Plan sets out our well-being objectives for 2017/22. Each objective is described in detail under the following headings:

- **Why this priority is a well-being objective.**
- **The longer-term challenges each well-being objective will help address.**
- **The steps we will take to meet each well-being objective.**
- **How we will maximise our contribution to the national goals through the way in which we work.**
- **How we will measure progress.**
- **The contribution each well-being objective makes to the Public Service Board objectives.**

Safeguarding people from harm

Why this priority is a well-being objective.

- 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.

The longer-term challenges this well-being objective will help address.

- An ageing population representing a significant increase in the demand for health and social care services
- An increase in diseases and conditions associated with an ageing population, such as dementia.
- Reducing the incidents of domestic abuse, including its impact on children.
- Identifying and supporting people who provide unpaid care in Swansea.
- Placing greater emphasis on prevention rather than detection and correction to help deal with increasing demand for statutory services.

The steps we will take to meet this well-being objective.

- 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.

The contribution this well-being objective makes to the national goals.

| | | | | | | |
|--------------------|-------------------|-------------------------------------|--------------------------------------|--|-------------------------------------|------------------------------|
| A prosperous Wales | A Resilient Wales | A more equal Wales | A Wales of more cohesive communities | A Wales of vibrant culture and thriving Welsh language | A healthier Wales | A globally responsible Wales |
| | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | |

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – developing preventative services to avoid the need for people to access statutory services.
- *Addressing long-term challenges* – doing preventative work to reduce demand on social care services from an ageing population and tackling associated conditions, such as dementia.

- *Working in partnership with others* – tackling domestic abuse and helping people to age well with partners through the Public Service Board.
- *Avoiding conflicts between public body objectives* – working with partners through Western Bay regional safeguarding arrangements and through the Public Service Board.
- *Involving people* – involving carers and victims of domestic abuse in their care and looked after children and their families by focussing on their strengths and assets and what they can bring to the table involving parents, families and communities.

How we will measure progress.

- Elected Members and Council staff completing mandatory safeguarding training.
- Timeliness dealing with children and adult safeguarding referrals, enquiries and assessments.
- Children in need, children looked after and children on the child protection register.
- Adults and children receiving care and support to meet their well-being needs.
- Rate of carer’s receiving an assessment of their needs.
- People who have completed reablement receiving no care or less care six months later.
- Timeliness completing Deprivation of Liberty Safeguarding Assessments.
- Rate of delayed transfers of care from hospital to social care.
- Number of requests for Local Area Co-ordination.

The contribution this well-being objective makes to the Public Service Board objectives.

| Children have a good start in life | People Learn Successfully | Young People and Adults Have Good Jobs | People Have a Decent Standard of Living | People are Healthy, Safe and Independent | People have Good Places to Live, Work and Visit |
|-------------------------------------|---------------------------|--|---|--|---|
| <input checked="" type="checkbox"/> | | | | <input checked="" type="checkbox"/> | |

Improving **Education & Skills**

Why this priority is a well-being objective.

- 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.

The longer term challenges this well-being objective will help address.

- We want to respond to the shift away from large-scale manufacturing to the service economy and the growth of smart technology and the high tech industries sustaining the City Deal.
- We will respond to the City Deal ensuring our children and young people have success in the STEM subjects (science, technology, engineering and mathematics) and digital skills such as computer coding.

The steps we will take to meet this well-being objective.

- 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*.
- Raise skill levels in the workplace and construction and vocational aspirations, contributing 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.

The contribution this well-being objective makes to the national goals.

| A prosperous Wales | A Resilient Wales | A more equal Wales | A Wales of more cohesive communities | A Wales of vibrant culture and thriving Welsh language | A healthier Wales | A globally responsible Wales |
|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------|--|-------------------|-------------------------------------|
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> |

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – improving school attendance and attainment so that pupils improve their skills and qualifications that they need to go on into further and higher education, training or employment.
- *Addressing long-term challenges* – ensuring the school curriculum in Swansea provides pupils have the skills and qualifications for the future and contributes to the success of the Swansea Bay City Deal.
- *Working in partnership with others* – work with local authorities through the regional arrangements to support school improvement services.
- *Working in partnership with others* – work with a range of providers to provide a range of learning opportunities.
- *Avoiding conflicts between public body objectives* – creating synergy between Council objectives and economic development.
- *Involving people* – involving pupils in their education through *Pupil Voice* and *Schools Councils* and *Big Conversation* events in order to demonstrate we value these key stakeholders.

How we will measure progress.

- Pupil attendance at school.
- Literacy in English and Welsh and numeracy at different ages.
- Pupils and pupils receiving free school meals achieving five or more GCSEs at A* to C, including English and Welsh.
- Pupil take up and attainment in STEM subjects at different ages.
- Young people known to be NEET at 16 years of age.
- Apprenticeships in the Council.
- Training weeks secured for the economically inactive or unemployed through community benefit clauses in contracts.

The contribution this well-being objective makes to the Public Service Board objectives.

| | | | | | |
|-------------------------------------|-------------------------------------|--|---|--|---|
| Children have a good start in life | People Learn Successfully | Young People and Adults Have Good Jobs | People Have a Decent Standard of Living | People are Healthy, Safe and Independent | People have Good Places to Live, Work and Visit |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | | <input checked="" type="checkbox"/> |

Transforming our **Economy & Infrastructure**

Why this priority is a well-being objective.

- We want to raise economic performance and create wealth and employment opportunities to improve the economic wellbeing of Swansea's citizens
- The biggest ever investment for south west Wales has been secured following the approval of the ground-breaking 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.
- In Swansea, 100,000 square feet of flexible and affordable new office space will be constructed on Kingsway in the city centre for tech businesses as part of a digital village that will benefit from world-class digital infrastructure.
- The City Deal will lead to a 215,000 square foot box village development on the University of Wales Trinity Saint David's under-construction Waterfront Innovation Quarter in SA1 providing affordable space for start-up firms.
- The City Deal will also support the digitalisation of 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..
- The City Deal will further drive the physical regeneration of the city centre in line with our revised City Centre Strategic Framework – in particular, property development and enhancement and associated transport improvements, delivering enabling infrastructure to support regeneration.
- We want to take 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.
- We want a 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.
- We want to take 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.
- We want to take advantage of Swansea's natural, cultural and built assets and infrastructure to develop the economy while protecting the environment and improving well-being.

The longer-term challenges this well-being objective will help address.

- The growth of smart and mobile technology and high tech industry is set to continue.
- In Wales, digital skills needed for the new economy lag behind the rest of the UK and these will be needed in Swansea through the Swansea Bay City Deal.
- Swansea still has large numbers of working age people not in work.
- There is evidence that Swansea's productivity gap (GVA) is narrowing, but the gap is still significant. There are also currently a relatively small number of businesses in Swansea generating economic activity compared with the UK average and workplace earnings are significantly lower by the same comparison.
- There is a large potential in Wales and in Swansea to generate sustainable energy through the Tidal Lagoon and other community level projects, boosting the local economy and helping to protect the environment.
- Climate change and associated risks such as flooding threatens our economic growth, productivity, well-being, infrastructure and our environment.
- The private vehicle is likely to remain as the dominant form of transport into the future but sustainable and affordable transport and a strategy for an integrated system for transport to serve our rural and urban areas is essential to access employment and training and protect the environment.
- Swansea is still falling well short of its potential as a regional centre and there remain significant deficiencies in the level and quality of housing and supportive infrastructure at a time when housing need and the number of households is growing.

The steps we will take to meet this well-being objective.

- 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.
- Explore establishing a new hotel and leisure development near the Liberty Stadium to complement cultural developments and encourage river taxis to take visitors to the Marina.
- 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 SCEES, 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.
- Promote biodiversity and protect Swansea's green spaces, including parks for recreation and play, to promote health and well-being.
- 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.

The contribution this well-being objective makes to the national goals.

| | | | | | | |
|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------|--|-------------------------------------|-------------------------------------|
| A prosperous Wales | A Resilient Wales | A more equal Wales | A Wales of more cohesive communities | A Wales of vibrant culture and thriving Welsh language | A healthier Wales | A globally responsible Wales |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – promoting renewable energy and sustainable transport to build the economy and help tackle climate change.
- *Addressing long-term challenges* – reshaping Swansea and the region’s economy to meet the economic challenges of the future and technological change through the City Deal.
- *Working in partnership with others* – working with three other local authorities, the Welsh Government, Universities, Health Boards and the private sector to deliver the City Deal.
- *Avoiding conflicts between public body objectives* – adopting the *Local Development Plan* to support the regeneration of Swansea and provide a blueprint for good and consistent land use planning decisions for current and future generations.
- *Involving people* – extensive consultation and engagement process during each stage of the development of our *Local Development Plan* looking to identify opportunities to meet housing need and provide employment.

How we will measure progress.

- Timeliness assessing planning applications.
- Approvals of major planning applications.
- Housing units created in the city centre.
- Value of inward investment into Swansea.
- Tourism spend.
- Projects containing community benefit clauses in contracts and number of training weeks created.

- Carbon reduction in Council buildings.
- Recycling rates.

The contribution this well-being objective makes to the Public Service Board objectives.

| | | | | | |
|------------------------------------|-------------------------------------|--|---|--|---|
| Children have a good start in life | People Learn Successfully | Young People and Adults Have Good Jobs | People Have a Decent Standard of Living | People are Healthy, Safe and Independent | People have Good Places to Live, Work and Visit |
| | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> |

Tackling Poverty.

Why this priority is a well-being objective.

- 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.

The longer-term challenges this well-being objective will help address.

- Poverty levels in Wales remain persistent, particularly for working age people and those under 18 years of age.
- Relative child poverty in the UK is projected to rise significantly from 29% in 2014/15 to 36% in 2020/21.
- Most people in Swansea are not in income poverty; but for those who are in poverty, well-being is low.
- Some pernicious aspects of the poverty premium, such as transport, fuel and food, remain very high in Swansea.
- In Swansea, people only get the most for their money if they are already quite well resourced with knowledge and information, well connected digitally and able to get around easily to take advantage of deals. The people least likely to be in this situation are those already suffering the impacts of poverty.
- The detrimental impact of deprivation begins at a very young age and builds up throughout a person's lifetime. Action proportional to need to support families and

children during the very early years can help mitigate this effect and break these links.

- Swansea still has large numbers of working age people not in work and barriers to work, such as experience, childcare and transport, needs to be tackled.

The steps we will take to meet this well-being objective.

- 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 also 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.

The contribution this well-being objective makes to the national goals.

| | | | | | | |
|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------|--|-------------------------------------|------------------------------|
| A prosperous Wales | A Resilient Wales | A more equal Wales | A Wales of more cohesive communities | A Wales of vibrant culture and thriving Welsh language | A healthier Wales | A globally responsible Wales |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | |

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – helping to prevent high fuel bills and the 'poverty premium' by building energy efficient Council homes and exploring the creation of our own energy venture to provide households with free energy.
- *Addressing long-term challenges* – helping to overcome barriers to employment and get people into work through person-centred employment schemes, affordable childcare and transport.
- *Working in partnership with others* – working with our health partners through the *Flying Start* scheme to ensure that children in their early years are ready for school and for learning.
- *Avoiding conflicts between public body objectives* – recognising that reducing poverty is everyone's business and the Public Service Board has a key role in making this happen across all sectors.
- *Involving people* – delivering community engagement services and community enterprise activities that empower local people to be involved and to participate.

How we will measure progress ².

- Children in the *Flying Start* scheme reaching their developmental milestones.
- Welfare benefits secured by the Welfare Rights service.
- Timeliness processing housing and council tax benefit applications and changes of circumstances.
- Days homeless families with children spend in Bed & Breakfast accommodation.
- Residents satisfied with their local area as a place to live.
- Residents who agree that their local area is a place where people from different backgrounds get on well together.
- Deliver the Tackling Poverty Strategy and show demonstrable achievement in the measures in the Tackling Poverty Strategy.
- Deliver our Corporate Energy Strategy.
- Deliver our More Homes Strategy.

The contribution this well-being objective makes to the Public Service Board objectives.

| | | | | | |
|-------------------------------------|---------------------------|--|---|--|---|
| Children have a good start in life | People Learn Successfully | Young People and Adults Have Good Jobs | People Have a Decent Standard of Living | People are Healthy, Safe and Independent | People have Good Places to Live, Work and Visit |
| <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> |

² Note that performance indicators measuring Poverty Reduction will be reviewed following the production of the Tackling Poverty Strategy Performance Improvement Framework in Autumn 2017/18.

Transformation & Future Council development

Why this priority is a well-being objective.

- We want to modernise and transform the council through our *Sustainable Swansea: Fit for the Future* programme to help tackle rising demand and reducing revenue budgets.
- We want to modernise services by using the internet, reducing administration and back-office services. We want to generate additional income to pay for services and help families earlier so that we can reduce costs later on.
- We want to improve efficiency and further reduce management and business support costs. We also want to continue reviewing all of our services to ensure they are delivered in the best way and saving money by working with partners such as the police and health, or preventing the need for people to access costly statutory services where need can be met elsewhere.
- We want the public to play their part by co-producing and helping to run services, such as the successful scheme where bowlers are maintaining their greens, or by increasing recycling at home.
- We want more people involved in the Council's business and in making decisions on things that affect them and their families and communities.
- We want to invest in our priorities like the city centre, improving classrooms, improving and extending our energy efficient housing stock, and delivering the City Deal with the potential to create 10,000 jobs.

The longer-term challenges this well-being objective will help address.

- Demands and expectation of public services continues to increase but with less money to deliver them.
- Residents expect services to be delivered outside of normal office hours and to be joined-up and personal to their needs.
- People expect to be able to contact and deal with public organisations in different ways and are increasingly seeking to contact the Council through the internet and through social media.
- Advances in the use of Big Data and artificial intelligence could transform the way that public services work, including automation and better targeted services.
- More services are likely to be delivered in partnership with others, including other public bodies and the third sector in line with Local Government reform.

The steps we will take to meet this well-being objective.

- 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.

The contribution this well-being objective makes to the national goals.

| A prosperous Wales | A Resilient Wales | A more equal Wales | A Wales of more cohesive communities | A Wales of vibrant culture and thriving Welsh language | A healthier Wales | A globally responsible Wales |
|-------------------------------------|-------------------|-------------------------------------|--------------------------------------|--|-------------------|------------------------------|
| <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | | |

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – helping to prevent people from needing immediate recourse to statutory services through the ‘prevention’ stream of the *Sustainable Swansea – Fit for the Future* programme.
- *Addressing long-term challenges* – changing the way the Council works including more digital services to reflect the move towards people wanting to access services through digital, mobile internet and social media.
- *Working in partnership with others* – working in collaboration with other public bodies and the third sector to deliver services.
- *Avoiding conflicts between public body objectives* – improving engagement with partners, including the third sector, through the Public Service Board to help support the transformation of Council services.
- *Involving people* – involving service users in commissioning reviews of Council services and in community action and ownership.

How we will measure progress.

- Customer satisfaction.
- Forecast savings and income and variance from agreed budgets as part of a 3-year financial plan aligned to transformation activity.
- Any data breaches.
- Workforce supported to develop skills and learn new things as part of an organisational development strategy, targeted towards a more agile workforce and 21st century public servant.
- Staff sickness.
- Residents who agree they can influence decisions affecting their neighbourhood.

The contribution this well-being objective makes to the Public Service Board objectives.

| | | | | | |
|------------------------------------|---------------------------|--|---|--|---|
| Children have a good start in life | People Learn Successfully | Young People and Adults Have Good Jobs | People Have a Decent Standard of Living | People are Healthy, Safe and Independent | People have Good Places to Live, Work and Visit |
| | | <input checked="" type="checkbox"/> | | | <input checked="" type="checkbox"/> |

4. Monitoring Delivery – keeping performance under review

We will monitor delivery and keep our progress meeting our well-being objectives under review as follows:

How we will monitor progress

- Through the quarterly and annual performance monitoring reports to Cabinet.

How we will report achievements

- Quarterly and annually through Cabinet.
- Annual Report.

When and how this plan will be updated

- Annual review and update.

5. Next Stages – what we plan to do next

Further work will need to be undertaken with the Public Service Board during 2017/18 and 2018/19 during the production of the Board's well-being objectives to ensure there are no conflicts with the objectives of the Council and other public bodies.

At the same time, while we have made some good progress embedding sustainable ways of working into how we do business as illustrated in this Plan, we want to continue to build on this.

In order to fully meet our obligations under the Well-Being of Future Generations Act and through our review of business support, we want to:

- ensure sufficient and joined-up capability and capacity in strategic planning;
- continue to look for ways to increase citizens' involvement;
- look to create a longer-term strategic outlook, looking ahead up to 25+ years;
- ensure strategic integration and coherence between plans and strategies;
- work to ensure that the sustainable development principle shapes strategy, and;
- Continue to further embed the sustainable ways of working.

6. Where to find additional information

Corporate Plan 2017/22 *Delivering a Successful and Sustainable Swansea*

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

One Swansea Plan

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

Sustainable Development

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

Corporate Health Standard Award

<http://www.healthyworkingwales.wales.nhs.uk/corporate-health-standard>

Safeguarding

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

Schools and learning

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

Children and Young People's Rights – UNCRC

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

Flying Start

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

Local Development Plan (LDP)

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

Swansea Bay City Deal

<http://www.swanseabaycityregion.com/en/cd.htm>

Community Action

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

Western Bay Safeguarding Boards

<http://www.wbsb.co.uk/default.aspx?page=10651>

Education Through Regional Working (ERW)

<http://erw.wales/>

Have Your Say – consultations

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

Strategic Equality Plan

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

Welsh Language

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

| Goal | Description of the goal |
|---|---|
| A prosperous Wales | An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work. |
| A resilient Wales | A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). |
| A healthier Wales | A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. |
| A more equal Wales | A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances). |
| A Wales of cohesive communities | Attractive, viable, safe and well-connected communities. |
| A Wales of vibrant culture and thriving Welsh language | A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation. |
| A globally responsible Wales | A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. |

DRAFT Equality Impact Assessment (EIA) Report – Appendix C

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to equality.

Please refer to the ‘EIA Report Form Guidance’ while completing this form. If you need further support please contact acesstoservices@swansea.gov.uk.

| |
|---------------------------------------|
| Where do you work? |
| Service Area: Strategic Delivery Unit |
| Directorate: Financial Services |

(a) This EIA is being completed for a...

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

(b) Please name and describe below...

Corporate Plan 2017/22 setting out the Council’s well-being objectives and the steps to achieve them as required by the well-being of future generations act.

(c) It was initially screened for relevance to Equality and Diversity on 21/06/2017

(d) It was found to be relevant to...

| | | | |
|------------------------------------|--------------------------|----------------------------------|---|
| Children/young people (0-18) | x | Religion or (non-)belief..... | x |
| Any other age group (18+)..... | x | Sex..... | x |
| Disability | x | Sexual orientation | x |
| Gender reassignment | x | Welsh language | x |
| Marriage & civil partnership | <input type="checkbox"/> | Poverty/social exclusion..... | x |
| Pregnancy and maternity..... | <input type="checkbox"/> | Carers (inc. young carers) | x |
| Race | x | Community cohesion | x |

(e) Lead Officer

Name: Richard Rowlands
Job title: Strategic Delivery Unit Manager
Date (dd/mm/yyyy): 29/06/17

(f) Approved by Head of Service

Name: Ben Smith
Date (dd/mm/yyyy): 07/08/2017

Section 1 – Aims (See guidance):

Briefly describe the aims of the initiative:

| |
|---|
| <p>What are the aims? To set the Council’s well-being objectives and key priorities for 2017/22; to outline the steps we will take to meet our well-being objectives; to describe how our well-being objectives, the steps we will take to meet them and the way in which we will meet them will maximise the Council’s contribution to national goals.</p> |
| <p>Who has responsibility? City & County of Swansea – the plan will be adopted at Council.</p> |

Who are the stakeholders?

Public, staff, elected Members, Welsh Government, Wales Audit Office, Office of the Future Generations Commissioner.

Section 2 - Information about Service Users (See guidance):

Please tick what information you know about your service users and provide details/evidence of how this information is collected.

| | | | |
|------------------------------------|---|----------------------------------|---|
| Children/young people (0-18) | x | Carers (inc. young carers) | x |
| Any other age group (18+)..... | x | Race..... | x |
| Disability | x | Religion or (non-)belief..... | x |
| Gender reassignment | x | Sex..... | x |
| Marriage & civil partnership | x | Sexual orientation | x |
| Pregnancy and maternity..... | x | Welsh language | x |

What information do you know about your service users and how is this information collected?

The Corporate Plan does not have a group of service users as such – it is a plan that will be available to all citizens. The steps that the Council will take to meet its well-being objectives will however have, to a greater or lesser extent, a direct or indirect impact on all citizens. All information regarding service users has been derived from the Census equality data and the information incorporated into the Assessment of Local well-Being, which has been used as evidence when setting the well-being objectives.

Any Actions Required?

- None identified.

Section 3 - Impact on Protected Characteristics (See guidance):

Please consider the possible impact on the different protected characteristics. This could be based on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

| | Positive | Negative | Neutral | Needs further investigation |
|------------------------------|----------|--------------------------|--------------------------|-----------------------------|
| Children/young people (0-18) | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Any other age group (18+) | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Disability | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Gender reassignment | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Marriage & civil partnership | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Pregnancy and maternity | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Race | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Religion or (non-)belief | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sex | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sexual orientation | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Welsh language | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Carers (inc. young carers) | ➔ x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Thinking about your answers above, please explain in detail why this is the case.

The well-being objectives in the corporate plan collectively support and are also supported by the Council's equality objectives. The Equality Objectives were cross-referenced against other evidence when determining our well-being objectives.

Our objective *Safeguarding People from Harm* seeks to protect all citizens, including children and young people and other vulnerable adults from harm and exploitation. Among other things, this objective seeks to ensure we:

- involve looked after children in their care through strengths based practice and getting their voice heard about the services they receive (age - children & young people)
- work with partners to tackle domestic abuse and support victims (sex - mainly women).
- work with others to tackle hate crime and deal with bullying in schools (all groups with protected characteristics).
- provide information, advice and assistance to carers, including young carers (carers).
- develop our status as a dementia friendly city and help people to stay healthy and to age well (age - adults, disability).
- promote equitable access to services to promote independence and quality of life (age – adults, disability).

Our objective *Improving Skills & Education* seeks to ensure that every child, young person and adult gains the skills and qualifications they need to succeed in life. Among other things, this objective seeks to ensure we:

- Improving pupil attendance, literacy (in English and Welsh) / numeracy and attainment (age – children and young people, Welsh language).
- Providing apprenticeships (age – adults and young people)
- Supporting looked after children and those disengaged from education to be in school and in employment, education and training (age – children and young people, race, sex)
- Involving children and young people in their education, e.g. Pupil Voice (age – children and young people)
- Meet demand for Welsh medium education and promote the use of Welsh in schools (Welsh language).
- Children not being disadvantaged by poverty when achieving and attaining standards in education (social exclusion)
- Supporting schools to become UNICEF Rights Respecting Schools (age – children & young people).

Our objective *Transforming our Economy & Infrastructure* seeks to ensure that all citizens benefit from plans to regenerate the economy and city. Among other things, this objective seeks to ensure we:

- Create employment and training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts (social exclusion).
- Promote public leisure and cultural events to help improve well-being, promote community cohesion and provide economic benefits (race, religion, sexual orientation, gender re-assignment)
- Provide sustainable and low carbon transport and infrastructure providing improved and cheaper connectivity and mobility (disability, social exclusion, age).

Our objective *Tackling poverty* seeks to ensure that poverty is not a barrier stopping citizens from reaching their potential. Among other things, this objective seeks to ensure we:

- Empower local people through the Poverty Strategy to target resources to maximise access to opportunity and prosperity (all groups, social exclusion).
- Work with Health to ensure that children in their early years and at Foundation Phase achieve their expected developmental milestones and are ready for school and learning (age – children & young people, social exclusion, pregnancy & maternity).
- Ensure that young people are not NEET after reaching 16 years of age (age-children & young people).
- Help address the impacts of welfare reform (disability, social exclusion).
- Invest in Council housing and build more energy efficient Council homes (social exclusion).
- Prevent homelessness and support people to maintain their tenancies (race, age, sex, disability, social exclusion).
- Create our own energy venture and provide free energy to homes to tackle fuel poverty (social exclusion, age – older people)
- Help tackle fuel poverty through the ARBED scheme and energy efficiency measures in social housing (social exclusion, age – older people).
- Explore tax relief and support food bank locations (all groups, social exclusion)
- Pilot 30 hours of free childcare and ensure every community has a reliable and affordable bus service to reduce barriers to employment (age – children & young people, sex, marriage & civil partnership, carers, social exclusion).
- Implement the community cohesion delivery plan to promote cohesive and inclusive communities in Swansea (race, religious belief, community cohesion, gender reassignment, sexual orientation)

Our objective *Transformation & future Council development* seeks to modernise and transform the Council, including getting the public to co-produce and helping to run services and getting more people involved in the decision-making in the Council. Among other things, this objective seeks to ensure we:

- Work to ensure there is better engagement with the third sector to achieve both the Council's and shared priorities and outcomes (all groups)
- Continue to modernise public engagement in Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions (all groups).
- Continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff (Welsh language, race, community cohesion).
- Make community budgets available so that local people can decide together with their representatives what their local priorities are (all groups).
- Provide the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy (all groups).

What consultation and engagement has been undertaken (e.g. with the public and/or members of protected groups) to support your view? Please provide details below.

The review of our Corporate Plan and well-being objectives for 2017/22 consisted of three different approaches to involving people: (i) focus groups with young people (from 9 different secondary schools), (ii) two focus groups with members of the public (representatives from groups representing people with protected characteristics were invited) and representatives from other organisations centred on identifying current and future challenges, what should be done and 'what does good look like' and (iii) two on-line surveys of members of the public and the Council's citizens panel respectively. The results from this involvement helped shape our revised Corporate Plan and well-being objectives. A summary of the outcome from this consultation is included within the Corporate Plan.

Any actions required (to mitigate adverse impact or to address identified gaps in knowledge).

- None identified.

Section 4 - Other Impacts:

Please consider how the initiative might address the following issues.

You could base this on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

| | |
|--|---|
| Foster good relations between different groups | Advance equality of opportunity between different groups |
| Elimination of discrimination, harassment and victimisation | Reduction of social exclusion and poverty |

(Please see the specific Section 4 Guidance for definitions on the above)

Please explain any possible impact on each of the above.

Foster good relations between different groups

The Corporate Plan will have a positive impact on fostering good relations between different groups. Our *Safeguarding people from harm* objective seeks, for example, to ensure that all citizens live their lives free from harm and exploitation. This involves, among other things, working with partners to address safeguarding issues in their widest sense, which includes hate crime but also incorporates other issues such as dealing with modern slavery, FGM and domestic abuse, including Black and Ethnic Minority women and children at risk of or suffering domestic abuse.

Our *Improving Education & Skills* objective seeks to ensure that every child and young person in Swansea gains the skills and qualifications they need to succeed in life. This includes among other things a commitment to support looked after children and children disengaged from learning to achieve and experience success in school, employment or training. Through this objective, the Council also want to support schools to become UNICEF Rights Respecting Schools. This aims to support young citizens to respect rights, understand responsibilities and be globally aware and responsible citizens as part of the Council's commitment to the UNCRC. This includes demonstrating that every child has rights, whatever their ethnicity, gender, religion, language, abilities or any other status.

Through our *Transforming our economy & infrastructure* objective outlines how we will promote public leisure and cultural events to help improve well-being and promote community cohesion. Our *Tackling Poverty* objective describes implementing the community cohesion delivery plan to promote community cohesion and inclusive communities within Swansea. Finally, our *Transformation & future Council* objective seeks to involve all citizens from all groups in engaging in Council decision-making, deciding local priorities with their representatives and influencing how policies are written and services developed through co-production. There is also a commitment to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.

Advance equality of opportunity

The Corporate Plan seeks to ensure that all citizens are treated fairly. Equality considerations were factored into the early development of the Corporate Plan. The

Council's Equality Objectives were cross-referenced against other evidence in order to identify opportunities for the Council's well-being objectives to support and be supported by the Council's Equality Objectives and including Welsh language. Our well-being objectives seek to ensure that all people are treated fairly. Some examples from each well-being objective follow:

Our *Safeguarding people from harm* objective makes a commitment to provide people with equal access to preventative services in order to promote independence and improve quality of life. Our *Improving skills and education* objective aims to meet demand for Welsh medium education and promote the use of Welsh language in schools. Our *Transforming our economy & infrastructure* objective seeks to create employment and training opportunities for the economically inactive and long-term unemployed through community benefit clauses in Council contracts. Our *Tackling poverty* objective seeks to pilot 30 hours of free childcare and ensure that every community has a reliable and affordable bus service to help reduce barriers to employment. Our *Transformation & future Council* objective seeks to provide the opportunity for all citizens to influence how policies are written and services are developed through the development of a co-production strategy.

Elimination of discrimination, harassment and victimisation

The Council through its well-being objectives seeks to reduce or eradicate unfairness and discrimination. Some examples from each well-being objective follows:

Our *Safeguarding people from harm* objective outlines a commitment to work with partners to address safeguarding issues in their widest sense, which includes hate crime but also incorporates other issues such as dealing with modern slavery, FGM and domestic abuse, including Black and Ethnic Minority women and children at risk of or experiencing domestic abuse.

Our *Improving education & skills* objective seeks to meet demand for Welsh medium education and promote the use of Welsh in schools through the Welsh in Education strategic plan. There is also a commitment to 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.

Our *Transforming our economy & infrastructure* objective contains a commitment to promote leisure and cultural events to help improve well-being, provide economic benefits and promote community cohesion. Our *Tackling poverty* objective commits to implementing the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea. Our *Transformation & future Council* objective seeks to continue to modernise public engagement in Council decision making through accessible meeting times, web broadcasting, electronic voting and e-petitions. It also contains a commitment to continue to strengthen the Welsh language service and language services generally offered by the Council by providing basic language training for front-line staff.

Reduction of social exclusion and poverty

All of our well-being objectives are developed to have a positive impact on social exclusion and poverty. In particular, the *Tackling Poverty* objective aims to address issues with service, participation and income poverty and social exclusion. Some examples from our well-being objectives follow:

Our *Safeguarding people from harm* and *Improving education & skills* objectives help to address participation poverty by involving looked after children and school pupils in their

care and education respectively through engagement mechanisms, such as the Fe Fi Forum, Schools Councils and the Big Conversation events.

Our *Transforming our economy & infrastructure*, *Tackling Poverty* and *Transformation & future Council* objectives help deal with service poverty by improving access to services, such as affordable housing, arts and culture and Welsh language and other language services. Our *Tackling Poverty* objective contributes towards dealing with income poverty by helping to address the impacts of welfare reform, helping to reduce fuel bills and providing affordable transport.

What work have you already done to improve any of the above?

Using the examples outlined earlier in Section 4:

- The Council co-ordinates a multi-agency response to address domestic abuse in Swansea. Domestic abuse is a key priority for action for the Public Service Board. Swansea is a white ribbon city for its work in tackling violence against women, domestic abuse and sexual violence. A Domestic Abuse One Stop Shop providing access to information and advice regarding domestic abuse is open in Swansea.
- Swansea was the first UK Council to adopt and embed the United Nations Convention on the Rights of the Child (UNCRC). Schools in Swansea participate in the *Rights Respecting Schools Award*. More than 100 schools have been supported by the Council to become Rights Respecting Schools. More than 15 of our schools have now achieved Level 2 – the highest level of the award granted by UNICEF UK to schools that have fully embedded children’s rights in their policies, practice and ethos. YGG Llwynderw has become the first Welsh medium school in Wales to achieve the award.
- Community events are held to increase well-being, contribute to the local economy and promote community cohesion. For example, Eid in the Park is a family event open to all to celebrate the passing of Ramadan. The Council supports other annual events such as Swansea Sparkle, International Day Against Homophobia and Transphobia (IDAHOT), LGBT History Month, Swansea Pride and Bi Visibility Day.
- The Council initiated 3 Mynediad (basic level) 30 week training programmes for staff identified as requiring Welsh Language skills in the workplace. These were provided in work time and funded by the council. A second stage 30 week course (follow on from Mynediad) started on the same basis. In addition, face-to-face Welsh language awareness courses were run. Lunchtime drop-in sessions for learners (and others) to practise their Welsh language skills are held weekly.

Is the initiative likely to impact on Community Cohesion? Please provide details.

There is likely to be a positive impact on community cohesion from our well-being objectives. For example, our *Safeguarding people from harm* objective contains a commitment to work with partners to address safeguarding in its widest sense, including hate crime. Our *Improving Education & Skills* objective contains a commitment to 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. Our *Transforming our economy & infrastructure* objective contains a commitment to promote leisure and cultural events to help improve well-being, provide economic benefits and promote community cohesion and also to provide affordable housing and transport, including in rural areas. Our *Tackling poverty* objective commits to implementing the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea. Our *Transformation & future Council* objective contains a commitment to make community budgets available so that local people can decide together with their representatives what their local priorities are.

How will the initiative meet the needs of Welsh speakers and learners?

There are specific commitments within our well-being objectives to meet the needs of

Welsh speakers and learners. The Council aims to meet the demand for Welsh medium education and promote the use of the Welsh language in schools through the *Welsh in Education* strategic plan. The Council also commits to strengthening the Welsh language and other language services offered by the Council and provide basic language training for front line staff.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

- None identified.

Section 5 - United Nations Convention on the Rights of the Child (UNCRC):

In this section, we need to consider whether the initiative has any direct or indirect impact on children. Many initiatives have an indirect impact on children and you will need to consider whether the impact is positive or negative in relation to both children's rights and their best interests

Please visit <http://staffnet/eia> to read the UNCRC guidance before completing this section.

Will the initiative have any impact (direct or indirect) on children and young people? If not, please briefly explain your answer and proceed to Section 6.

Yes

Is the initiative designed / planned in the best interests of children and young people? Please explain your answer.

Best interests of the child (Article 3): The best interests of children must be the primary concern in making decisions that may affect them. All adults should do what is best for children. When adults make decisions, they should think about how their decisions will affect children. This particularly applies to budget, policy and law makers.

The Council's well-being objectives have been planned to be in the best interests of children and young people. Our *Safeguarding people from harm* objective seeks to take steps to ensure that children are safe from harm and stay with their families or be supported in family settings where it is safe for them to do so. Our *Improving education & skills* objective seeks to ensure that every child and young person in Swansea gains the skills and qualifications they need to succeed in life. Our *Transforming our economy & infrastructure* objective seeks to promote biodiversity and protect Swansea's green spaces, including parks, for recreation, play and to promote health & well-being. Our *Tackling Poverty* objective, among other steps in children's best interests, contains a commitment to ensure that young people are able to access employment, education or training after reaching 16 years of age.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

- None identified.

Section 6 - Monitoring arrangements:

Please explain the arrangements in place (or those which will be put in place) to monitor this initiative:

Monitoring arrangements: Performance Monitoring Report and Annual Review of Performance to Cabinet

Actions: None identified

Section 7 – Outcomes:

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to the guidance for further information on this section).

- | | |
|---|-------------------------------------|
| Outcome 1: Continue the initiative – no concern | <input checked="" type="checkbox"/> |
| Outcome 2: Adjust the initiative – low level of concern | <input type="checkbox"/> |
| Outcome 3: Justify the initiative – moderate level of concern | <input type="checkbox"/> |
| Outcome 4: Stop and refer the initiative – high level of concern. | <input type="checkbox"/> |

For outcome 3, please provide the justification below:

For outcome 4, detail the next steps / areas of concern below and refer to your Head of Service / Director for further advice:

Section 8 - Publication arrangements:

On completion, please follow this 3-step procedure:

1. Send this EIA report and action plan to the Access to Services Team for feedback and approval – accesstoservices@swansea.gov.uk
2. Make any necessary amendments/additions.
3. Provide the final version of this report to the team for publication, including email approval of the EIA from your Head of Service. The EIA will be published on the Council's website - this is a legal requirement.

Action Plan:

| Objective - What are we going to do and why? | Who will be responsible for seeing it is done? | When will it be done by? | Outcome - How will we know we have achieved our objective? | Progress |
|--|--|--------------------------|--|----------|
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*** Please remember to be 'SMART' when completing your action plan (Specific, Measurable, Attainable, Relevant, Timely).**

Agenda Item 7

Report of the Section 151 Officer

Cabinet - 20 July 2017

CAPITAL OUTTURN AND FINANCING 2016/17

| | |
|-----------------------------------|---|
| Purpose: | This report details capital outturn and financing for the year ended 31 March 2017. |
| Policy Framework: | Budget Plan 2016/17. |
| Consultation: | Cabinet Members, Executive Board, Legal Services and Access to Services |
| Recommendation: | It is recommended that the net under spending of the approved budget of £16.155m is carried forward to 2017/18. |
| Report Author: | Ben Smith |
| Finance Officer: | Ben Smith |
| Legal Officer: | Tracey Meredith |
| Access to Services Officer | Sherill Hopkins |

1. Background

- 1.1 The original capital budget approved by Council in February 2016 for 2016/17 totalled £106.453m (excluding the waste provision). During 2016/17 this figure was increased by £11.438m to give a revised budget of £117.891m.

The net increase in the capital budget was the result of:

- a) The addition of grant funded schemes after Council approved the original programme,
- b) Delayed spending from 2015/16 carried forward into 2016/17.

2. Outturn 2016/2017

- 2.1 Capital outturn in 2016/17 on the approved budget was £101.736m, an under spend of £16.155m which is detailed in Appendix A. Apart from a small number of exceptions, the under spends in the capital budget represent delayed spending on approved schemes. As such, the unspent budget will need to be carried forward into 2017/18 in order to complete schemes in progress. The main underspends are set out in Appendix C.

2.2 Appendix A shows the breakdown of Capital Expenditure and variances in respect of individual Directorates and highlights the sum of £51.953m spent on HRA properties during the year. A significant part of the HRA refurbishment works were for kitchen & bathroom refurbishments. The extent of work required in each individual house to improve the kitchen and bathroom up to the Welsh Housing Quality Standard varies depending on the circumstances of the property and the household. An analysis of the programme during 2016/2017 identified that average unit costs were higher than anticipated for a variety of reasons but through a combination of actions, the revised average, when projected over the longer term means that the programme is in line with key assumptions in the HRA Business Plan.

2.3 Notwithstanding the under spending mentioned above, the capital outturn represents a significant expenditure on a number of major projects. Appendix B lists projects with expenditure in excess of £0.5m.

3. Financial Implications

3.1 2016/2017 expenditure will be financed as follows:-

| Financing Requirement | £'000 |
|---|----------------|
| Unfinanced sundry creditors 2015/16 | 4,042 |
| 2016/17 ledger capital spend | 101,736 |
| To be financed sundry creditors 2017/18 | -3,153 |
| Spend to be funded in 2016/17 | 102,625 |

| Financing 2016/17 | £'000 |
|----------------------------------|----------------|
| Supported Borrowing | 8,713 |
| Unsupported Borrowing 2016-17 | 22,410 |
| Grants and Contributions | 32,942 |
| Revenue contributions to capital | 32,380 |
| Capital receipts | 6,180 |
| Total financing 2016/17 | 102,625 |

4. Legal Implications

4.1 There are no legal implications.

5. Access to Services Implications

5.1 There are no equalities implications arising from this report. A full analysis of equalities implications is carried out as part of the annual budget process and any expenditure detailed in this report is on approved schemes.

Background Papers: None

Appendices: Appendix A – 2016/17 Capital Programme Outturn Summary
Appendix B – Capital Projects with spends in excess of £0.5m
Appendix C – Capital Projects underspends in excess of £0.25m

2016/17 Capital Programme Outturn Summary

Appendix A

| Directorate Comparison | Original Budget 2016/17 £'000 | Revised Budget 2016/17 £'000 | Outturn 2016/17 £'000 | Net Over / (Under) spending £'000 |
|------------------------|-------------------------------------|------------------------------------|-----------------------------|---|
| Resources | 595 | 1,966 | 801 | (1,165) |
| People | 21,639 | 15,645 | 14,230 | (1,415) |
| Place | 84,219 | 100,280 | 86,705 | (13,575) |
| Total | 106,453 | 117,891 | 101,736 | (16,155) |

| Budget Book Comparison | Original Budget 2016/17 £'000 | Revised Budget 2016/17 £'000 | Outturn 2016/17 £'000 | Net Over / (Under) spending £'000 |
|------------------------|-------------------------------------|------------------------------------|-----------------------------|---|
| 21st Century Schools | 21,639 | 12,761 | 12,409 | (352) |
| General Fund Services | 29,814 | 50,762 | 37,374 | (13,388) |
| HRA | 55,000 | 54,368 | 51,953 | (2,415) |
| Total | 106,453 | 117,891 | 101,736 | (16,155) |

Capital Projects with spend in excess of £0.5m Appendix B

| Project | £'000 |
|--|---------------|
| Morfa Road | 1,773 |
| Carriageway resurfacing and footways | 2,280 |
| Highways Invest to save schemes (carriageways and footways) | 994 |
| City Centre - Vibrant & Viable Places schemes (including Oceana, land assembly, High Street Regeneration, grant schemes, Westway gyratory) | 9,304 |
| City Centre redevelopment - St David's / Civic Centre | 1,807 |
| Glynn Vivian Art Gallery refurbishment and fit-out | 923 |
| Lonlas Primary new school build | 6,202 |
| Pentre Graig remodelling | 1,429 |
| Pentrefhafod Comprehensive School remodelling | 3,705 |
| YGG Gwyr School remodelling | 766 |
| Schools building capital maintenance | 4,035 |
| Mayhill family / medical centre | 575 |
| Housing Disabled Facilities Grants | 4,141 |
| Sandfields Renewal Area | 2,119 |
| Housing other grants and loans | 1,279 |
| Buildings capital maintenance (non-schools) | 1,369 |
| HRA new builds Milford Way & Parc-y-Helig | 1,297 |
| HRA Improvements to Trusteel and WNF Properties | 1,517 |
| HRA Wind & Weatherproofing (including Hi-rise flats) | 19,465 |
| HRA Refurbishment (mainly Kitchens & Bathrooms) | 19,981 |
| HRA Landscaping & Enhancement | 2,290 |
| HRA Security Measures | 925 |
| HRA Energy Efficiency (including Boiler Replacements) | 2,893 |
| HRA Tenant Adaptations Programme | 3,053 |
| Total schemes in excess of £0.5m | 94,122 |

Capital Projects Underspent in excess of £0.25m
Appendix C

| Project | £'000 | Comments |
|---|--------------|--|
| <i>Education</i> | | |
| Burlais Primary New School | 379 | School is complete, the underspend relates in part to retentions and any savings in overall scheme costs will remain within the C21st Schools funding envelope. |
| <i>Information & Business Change</i> | | |
| Digital Business Strategy Phase 1 | 500 | Delay in scheme commencement. Scheme to be delivered in 2017/18 |
| Telephony System replacement | 451 | Delay in scheme procurement Scheme to be delivered in 2017/18 |
| <i>Corporate Property</i> | | |
| Pipehouse Wharf Relocation | 642 | Delay in scheme commencement. Scheme to be delivered in 2017/19, with a total budget of £2.421m with amendments to profiling during the project |
| Guildhall Accommodation Strategy | 299 | This budget has been reallocated to the Agile Working Project and will be carried forward into 2017/18. Expected that budget will be committed with potential for minor carry forward. |
| Guildhall Relocations | 256 | This budget has been reallocated to the Agile Working Project and will be carried forward into 2017/18. Expected that budget will be committed with potential for minor carry forward. |
| <i>Child & Family Services</i> | | |
| Residential home for young people | 310 | There has been a delay in locating suitable premises but the scheme will be delivered in 2017/18 |
| <i>C&T</i> | | |
| 3G pitch at Penyreheol Comprehensive School | 605 | Delay in scheme commencement. Scheme to be delivered in 2017/18 |
| <i>Highways & Transport</i> | | |
| Bascule bridge | 302 | The budget requires reprofiling for delivery in 2017/18 |

| | | |
|---|--------------|--|
| Economic Regeneration & Planning | | |
| City Centre redevelopment - St David's / Civic Centre | 342 | The budget is to achieve planning permission on the St David's site by summer 2017 and will be delivered in 2017/18 |
| Demolition of Oceana | 251 | The demolition is due to complete in the summer 2017 and the remaining budget will be carried forward for delivery in 2017/18. |
| Housing (GF) | | |
| Disability Facility Grants | 272 | The remaining budget is committed for expenditure in 2017/18 |
| Emergency Repair Fund | 258 | The requirement on applicants to repay this funding when they sell their property has impacted on demand. Cabinet approval given to transfer budget to Homefix scheme and Sandfields Renewal Area for 2017/18. |
| National Home Imp scheme | 885 | Delay in spend pending WG confirmation of amendment to scheme parameters. Planned marketing of loans for home repairs in 2017/18. WG Funding available until 2019. |
| Houses into Homes loans | 885 | Strong demand for loans to redevelop empty properties. 500k of pending applications. Scheme will continue to be promoted. WG Funding available until 2019. |
| HRA | | |
| HRA flats Clyne / Jeffrey Court | 1,268 | Contractor delays with completion now anticipated July / August 2017 |
| Boiler replacements | 369 | Boiler replacements for Mathew Street flats were cancelled which reduced forecast spend |
| Kitchen & Bathrooms (all capital codes) | 1,386 | Contractor slippage and high volume of "drop outs" contributed to slippage into 2017/18 |
| External Facilities (Gorseinon) | 281 | Design for External Facilities scheme behind programme due to resource issues resulting in slippage into 2017/18. Resource issues now being resolved |
| Underspent schemes over £250k 2016/17 | 9,941 | |

Report of the Cabinet Member for Service Transformation & Business Operations

Cabinet - 17 August 2017

REVENUE AND CAPITAL BUDGET MONITORING 1ST QUARTER 2017/18

| | |
|------------------------------------|---|
| Purpose: | To report on financial monitoring of the 2017/18 revenue and capital budgets, including the delivery of budget savings. |
| Policy Framework: | Budget 2017/18 Transformation and Future Council (Sustainable Swansea –fit for the future) |
| Consultation: | Cabinet Members, Corporate management Team, Legal Services and Corporate Equalities Unit. |
| Recommendation: | It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted. |
| Report Author: | Ben Smith |
| Finance Officer: | Ben Smith |
| Legal Officer: | Tracey Meredith |
| Access to Services Officer: | Sherill Hopkins |

1. Background and Introduction

1.1 This report details forecast variations from the agreed budget for 2017/18, including the latest assessment of the delivery of savings.

1.2 In respect of Revenue Budgets, this report provides a consolidated forecast which combines:

- projected variations (mainly shortfalls) in relation to budget savings agreed by Council in February 2017
- Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased demand)

1.3 The report includes comments from Directors in relation to the variations highlighted and the action that is in hand or proposed as appropriate.

2. Revenue Outturn Forecast Based on June Position

2.1 Appendix 'A' to this report details the approved Revenue Budget for 2017/18 and the forecast variation at this time.

2.2 Other than projected variations on Directorate expenditure, it is too early to forecast variations that may arise on significant Corporate items including Capital charges and the level of Council Tax collection – it is assumed at the current time that these remain largely as per the approved budget.

2.3 The overall Directorate position is summarised below:-

| <u>DIRECTORATE</u> | FORECAST VARIATION 2017/18 £000 | SAVINGS VARIATION 2017/18 £000 | OTHER VARIATION 2017/18 £000 |
|---|--|---|---|
| CORPORATE SERVICES (inc. all Business Support) | 1,900 | 1,650 | 250 |
| PEOPLE - POVERTY AND PREVENTION | -20 | 0 | -20 |
| PEOPLE - SOCIAL SERVICES | 4,994 | 3,872 | 1,122 |
| PEOPLE - EDUCATION | 341 | 0 | 341 |
| PLACE | 0 | 0 | 0 |
| <u>NET DIRECTORATE EXPENDITURE</u> | 7,215 | 5,522 | 1,693 |

2.4 Directors' comments on the above variations are shown at appendix 'B' :-

2.5 Within the *Sustainable Swansea* Delivery Programme, work continues to develop service delivery plans that will include all savings requirements across all strands. This includes the cross cutting nature of new reviews as well as the completion of current in-flight reviews.

2.6 The above potential overspend is a significant risk and needs to be addressed on a whole Council basis as it is unlikely at the present time that alternative savings will be deliverable within budgets. A number of the overspend items follow on from the outturn position for 2016/17 and need to be considered in the light of the forecast savings going forward within the Medium Term Financial Plan, and the cumulative effect of non-achievement savings on the MTFP deficit going forward.

2.7 Corporate Management Team has re-enforced the current arrangements for budget monitoring in particular :-

- focus on corrective action;
- increased control;

2.8 Offsetting opportunities do exist to ameliorate some of the identified service pressures, totalling at least £0.5m, as follows.

- Some £1m was set aside in the budget for the potential costs relating to the impact of the Apprenticeship Levy. The final costs relating to this levy will only be known once final employee related costs are calculated at the year end. Based on the initial costs for the first months of the year it is likely that the entire allocation will be required as a minimum. Should this not be the case then any saving will be proposed to be used to further mitigate service pressures.
- In setting the budget for 2017-18 it was anticipated that several specific grants could be reduced as part of the overall funding package from Welsh Government and a contribution to the reserve established in 2016-17. In the immediate aftermath of the “Brexit” result of the EU referendum, there are ongoing future uncertainties over long term wider grant funding . The budgeted contribution in 2017-18 is £0.946m resulting in a balance currently of £2.29m in the reserve. Should all of this contribution , or the reserve, not be required then it could be utilised to offset , as a one off , an element of the current potential overspend for 2017-18. At this stage it is assumed that a minimum of £0.5m will be available to partially mitigate the forecast overspend.

2.9 Conversely, it should be noted that on basis of bids already committed to the Council’s existing Transformation Fund reserve this remains wholly committed and cannot therefore be used to fund further transformative work unless and until monies advanced for existing plans start to crystallise additional and significant savings to pay back to the fund, not merely help unlock already planned budgeted savings.

3. Contingency Fund Provision for 2017/18

3.1 There is no carry forward of previous years underspends into the contingency fund for 2017/18. As such the contingency fund is set at the £5.4m contribution set out in the budget report approved by Council on 23rd February 2017.

3.2 The current potential calls on the contingency fund for 2017-18 are:-

| Contingency Fund 2017/18 | Prediction |
|-------------------------------------|-------------------------|
| | 2017/18 (£m) |
| Contribution for year | 5.400 |
| Balance to fund ER/VR | -3,464 |
| Community Budgets | -44 |
| Part Reinstatement of Parks Savings | -47 |
| Pathologists | -136 |
| DoLS legal | -63 |

| | |
|---|------------|
| City Deal – CCC top slice | -50 |
| DoLS Social Services | -285 |
| Legal IGU | -10 |
| City Centre Regeneration team??? | -450 |
| Social Services procurement | -80 |
| PSB support | -14 |
| Waste vehicle replacement underwrite | -237 |
| Interim arrangements – finance and service centre | -20 |
| Corporate Building Services additional back-pay | -500 |
| Balance 31st March 2018 | Nil |

The above table lists potential calls on the budgeted contingency fund . The final amounts will be dependent on a number of factors during the year including speed of implementation, actual costs/commitments incurred , final Directorate outturn position. Updates will be provided during the financial year as part of the routine quarterly reporting to members

Any departures under ER/VR in 2017-18 will again be charged to the contingency fund as a one off cost to release future revenue savings. It would be prudent given the experience in 2016-17 and the accelerated budgetary savings pressures likely to bear upon the authority to assume the in year call on the contingency for the purposes of funding ER/VRs to be at least £7m, even at this early stage in the year. This amount clearly exceeds the current amount available in the contingency fund as detailed above. Therefore, any excess cost will fall to the Restructuring Reserve. At this juncture it is likely that some further £3.5m as a minimum will be required from this reserve in 2017-18.

3.3 The initial scale of potential overspends for 2017/18 are significantly in excess of any potential sums available to offset that shortfall. The current indication, in line with previous years first quarter monitoring, is that there needs to be urgent and decisive action to pursue additional savings across the Council if an overall balanced budget is to be achieved.

3.4 The action being taken includes working through existing plans on an accelerated delivery basis :

- Management and Business Support Review: ongoing comprehensive review of the management structure across the Council and future requirements given the Council's priorities, future challenges and the changing nature of the role of managers
- Reducing the Pay Bill: review of options to reduce employee costs across the Council as part of our overall future workforce strategy (subject to trade union consultation at the appropriate time)
- Commercialism through third party Procurement Savings and Income Generation: review of further options to increase income from fees and charges, trading etc, in addition to the targets already set for 2017/18
- Progressing Commissioning Reviews and Cross Cutting Themes.

- Implementation of the Leading Learners transformation programme for Education that outlines a range of projects.
- Further implementation of the Adult Services Saving Plan through which we have identified mechanisms for bringing down overall costs.

3.5 It should be noted that at this time, although the Council continues to pursue a number of VAT related claims, there is NO notification of substantial windfalls from VAT refunds or any other external source in the current year.

4. Revenue Budget Summary

4.1 The position reported above reflects the best known current position, very early in the financial year, which introduces a degree of greater risk in the estimates necessarily made. A net £7.2m of shortfall in revenue budgets, offset by, a one off, £0.5m of identified additional savings. This leaves a forecast overall £6.7m overspend forecast for the year at the end of the first quarter.

4.2 Corporate Management Team have reinforced the expectation that overall net expenditure must be contained within the limits of the current year budget as set by Council.

4.3 As previously mentioned, it is too early to provide an accurate forecast as to the potential outturn on Corporate items such as Council Tax collection which is in itself potentially affected by the effects of welfare reform measures, but offset by an increasing tax base.

4.4 The overall judgement at this point is that there is an urgent need to identify significant additional budget savings across all Council Services if a balanced outturn for 2017/18 is to be achieved. In forming this view it is noted that a similar, but larger first quarter overspend position was forecast at broadly the same stage last year, that action was taken in year to address the gap entirely last year, indeed achieving a slight overall under spend, albeit predominantly on a one off basis, and that nevertheless there are ongoing over spend pressures in Social Services and Education.

4.5 Consequently there is a degree of confidence that further inroads can be made into the forecast overspend position by ongoing management and member action.

4.6 Set against this are increasing risks around building general inflationary pressures and the potential for feed through effects to current and future public sector pay awards which are set at national level (e.g. fire, teachers) which if not fully felt in terms of impact in the current year will further add to spending pressures in next year's budget, especially if not directly funded by increased government grant support.

4.7 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis. Should there be no improvement in the overall forecast by the end of quarter 2 it may be the case that additional measures will have to be imposed in order to move closer to a balanced budget for 2017/18.

Capital Budget

5.1 Expenditure to 30th June 2017 is £14.192 million, summarised as follows:

| Directorate | Budget 2017/18 | Actual to 30/06/17* | % spend |
|----------------------|---------------------------|--------------------------------|----------------|
| Corporate Services | 2,307 | 538 | 23.3% |
| People | 18,441 | 3,603 | 19.5% |
| Place (General Fund) | 45,465 | 3,389 | 7.5% |
| Place (HRA) | 61,674 | 6,662 | 10.8% |
| Total | 127,887 | 14,192 | 11.1% |

Expenditure on major schemes is detailed in Appendix C.

* Figures based on actual spend and therefore may only have 1 or 2 months costs relating to external invoices.

6. Housing Revenue Account

6.1 Other than any additional costs which may arise as a result of immediate assurance and reassurance work, and further potential work undertaken with regard to fire safety measures there are no other material budget issues to flag at this stage of the year.

6.2 The actual level of any revenue costs arising from the totality of fire safety measures and assurance work will depend on final options worked up. Costs will be reported in due course in year of which some may accrue against the General Fund.

7. Legal Issues

7.1 There are no legal issues contained within this report.

8. Equality issues

8.1 The Revenue budget of the Council was approved following the application of the corporate Equality Impact Assessment(EIA) process throughout the Budget setting process. It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that the EIA process (alongside consultation and engagement as appropriate) is applied to ensure due regard is paid to the potential equality impacts of any proposals prior to decision making.

Background Papers: None

Appendices: Appendix A – Revenue Budget forecast 2017/18

Appendix B – Directors comments on variances

Appendix C – Commentary on Savings Tracker

Appendix D – Savings tracker chart

Appendix E – Savings tracker summary

Appendix F - Expenditure on major Capital Schemes

REVENUE BUDGET PROJECTION QUARTER 1 2017/18

| <u>DIRECTORATE</u> | BUDGET 2017/18 £000 | PROJECTED 2017/18 £000 | VARIATION 2017/18 £000 |
|--|------------------------------------|---------------------------------------|---------------------------------------|
| CORPORATE SERVICES | 42,946 | 44,846 | 1,900 |
| PEOPLE - POVERTY AND PREVENTION | 6,136 | 6,116 | -20 |
| PEOPLE - SOCIAL SERVICES | 103,849 | 108,843 | 4,994 |
| PEOPLE - EDUCATION | 164,716 | 165,057 | 341 |
| PLACE | 51,294 | 51,294 | 0 |
| <i>NET DIRECTORATE EXPENDITURE</i> | 368,941 | 376,156 | 7,215 |
| SPECIFIC PROVISION FOR APPRENTICESHIP LEVY | 1,000 | 1,000 | 0 |
| <i>OTHER ITEMS</i> | | | |
| LEVIES | | | |
| SWANSEA BAY PORT HEALTH AUTHORITY | 84 | 84 | 0 |
| CONTRIBUTIONS | | | |
| MID & WEST WALES COMBINED FIRE AUTHORITY | 12,275 | 12,275 | 0 |
| <i>CAPITAL FINANCING CHARGES</i> | | | |
| PRINCIPAL REPAYMENTS | 15,316 | 15,316 | 0 |
| NET INTEREST CHARGES | 15,893 | 15,893 | 0 |
| <i>NET REVENUE EXPENDITURE</i> | 413,509 | 420,724 | 7,215 |
| <i>MOVEMENT IN RESERVES</i> | | | |
| GENERAL RESERVES | 0 | 0 | 0 |
| EARMARKED RESERVES | 4,888 | 4,388 | -500 |
| <i>TOTAL BUDGET REQUIREMENT</i> | 418,397 | 425,112 | 6,715 |
| DISCRETIONARY RATE RELIEF | 400 | 400 | 0 |
| <i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i> | 418,797 | 425,512 | 6,715 |
| COMMUNITY COUNCIL PRECEPTS | 965 | 965 | 0 |
| <i>TOTAL REQUIREMENT</i> | 419,762 | 426,477 | 6,715 |
| <i>FINANCING OF TOTAL REQUIREMENT</i> | | | |
| REVENUE SUPPORT GRANT | 231,170 | 231,170 | 0 |
| NATIONAL NON-DOMESTIC RATES | 79,531 | 79,531 | 0 |
| COUNCIL TAX - CITY AND COUNTY OF SWANSEA | 108,096 | 108,096 | 0 |
| COUNCIL TAX - COMMUNITY COUNCILS | 965 | 965 | 0 |
| <i>TOTAL FINANCING</i> | 419,762 | 419,762 | 0 |

Director of Corporate Services

| Variance | £000 | Explanation and Action |
|--|-------|---|
| <u>Savings Variation</u> | | |
| <i>Comms & Consultation :</i> | | |
| Creation of a single Comms & Marketing function. | 100 | This saving is under review with the CEO and Members following the restructure. The target still needs to be met but will be considered alongside changes within the Business Support project |
| <i>Performance :</i> | | |
| Consolidation of Performance reporting functions : Council wide | 115 | This is under review by the new Interim Director as part of establishing a corporate approach to Business Support and the new Strategic Delivery Unit. This does not mean the target will not be met but requires alignment with new Policy commitments and revised Corporate Priorities |
| <i>Sustainable Swansea (Directorate Target) :</i> | | |
| Business Support | 1,000 | Directors have been working together to ensure a corporate approach to Business Support, including how this target can be met through federated delivery of the Business Support model and associated savings. The project plan also contains other areas of transformation to deliver the saving including: Vacancy and contract management, savings as a result of changing the way the Council works with suppliers, in a way which helps both parties |
| Senior Staff savings | 435 | The Directorate has identified where savings need to be made across Services. The timing of delivery has been the main issue to ensure the savings can be met in year. |
| <u>Other Variation</u> | | |
| 2016-17 workstream savings un-achieved . Training, Lean Systems & Terms & Conditions | 250 | The Directorate has identified where savings targets have not been achieved and carried forward. Some of the savings have not been achieved due to timing, where others are as a result of changes in the environment. The Directorate is planning when and how savings will be met in year through the Performance & Financial Monitoring meetings. |

Business Support savings targets all currently appear under the Corporate Services directorate. Some £1million of the overall target is currently under discussion with both the Place and People Directorates in terms of being delivered via federated approach and “mini hubs”. The benefit of this approach is that it will ensure corporate consistency without losing Service focus. However the scale of the work is significant to achieve in the current financial year. If such savings are unrealised then there will be a potential shortfall of the £1m, which remains for now budgeted under Corporate Services. Given the overall financial position of the Council the Directorate will continue to identify further savings opportunities on an on-going basis and report accordingly.

Director of People

Social Services

| Variance | £000 | Explanation and Action |
|--|------|---|
| Savings Variation | | |
| Review of contracts and efficiencies | 195 | Work in this area has had some success, but further detail remains |
| Use of Direct Payments | 550 | Challenging targets have been set for the use of Direct Payments as an alternative to more traditional services. |
| Additional Income | 810 | Increased charges and robust processes have had a positive effect on the department's income levels. It is very early in the year to make a judgement on the level of success of such measures and it is hoped that evidence of significant improvement will continue over the coming months. |
| Domiciliary Care – Reduction in use of double handed calls | 450 | Work in this area is projected to achieve significant in year savings although a deficit remains. |
| Outcome based assessments | 700 | Savings will be achieved due to ongoing Western Bay work. All opportunities for further savings will be reviewed although the pressure of cases coming through transition remains. |
| Maximising Health Contributions to Packages of Care | 529 | Work to achieve this is ongoing, although it must be recognised that our Health Partners are in a similar financial position and have similar aims for this area |
| Child and Family - Safer LAC Reduction | 638 | Whilst the Safer LAC reduction scheme remains a success story for the Department, an increase in certain placement types combined with a reduction in placements with an element of cost recovery presents a pressure. |
| Other Pressures | | |
| External Domiciliary Care | 918 | These areas are exposed to both demographic and cost pressures. Work to ensure all placements are appropriate and cost effective continues with commissioning reviews pending. |
| External Residential Care | 607 | |

| | | |
|---|------|--|
| Internal Staffing and Services | -631 | Whilst an underspend is currently expected, work will continue to identify further savings opportunities |
| MHLD Complex Care | 794 | This is a continuation of the previous year's overspend and remains an area of significant pressure |
| Looked After Children and Special Guardianship Orders | 362 | This is a continuation of the unachieved saving above. |
| Balance Sheet Adjustment | -928 | A review of the balance sheet provides a one off opportunity to use dormant balances to support the current year's revenue position. |

The Social Services position is primarily due to structural budget issues and large shortfalls in planned savings for the year. Significant work will be undertaken to improve the position regarding planned savings in the coming months.

Education

| Variance | £000 | Explanation and Action |
|---|--------------|---|
| Continuing pressures from 2016-17 | | |
| One to One - Special Schools / Specialist Teaching Facilities | 480 | Delegation of one to one support for Special Schools under consideration for April 2018 but some pressures will continue and require tighter oversight and scrutiny to confirm underlying trends |
| Special Needs Transport Costs | 325 | This remains the most significant area of concern as it is inherently volatile and effectively uncontrollable and expectations continue to be raised by Welsh Government and through legal challenges |
| Non-Delegated Cost Pressures | 190 | Tighter monitoring and scrutiny of these areas may mitigate the pressures to some extent |
| Unachievable allocated corporate targets from 2016-17 | 205 | Pro rata allocation of corporate savings targets remain undeliverable (Corporate terms & conditions, LEAN, Training etc.) and will require alternative savings to be identified in addition to existing Education specific MTFP targets. Cloud savings are still to be delivered by corporate IT and remain a further risk. |
| Total Pressures | 1,200 | |
| Continuing managed savings from 2016-17 | -434 | Mitigation of pressures by continuing impact of robust scrutiny of spending across all service areas |
| Further anticipated managed savings | -425 | Additional anticipated but largely one-off savings |
| Total Managed Savings | -859 | |
| | | |

| | | |
|--|------------|---|
| Net Budgetary Pressures still to be contained | 341 | Non-delegated budgets and spending will continue to be scrutinised to as far as possible offset pressures |
|--|------------|---|

There are further areas of uncertainty, particularly the level and cost of Out of County places which remains inherently volatile, the impact of the new model of EOTAS provision, the final settlement figure for the transfer of Employment Training which is still to be agreed, and the impact of any further backdating of increases in business rates on school premises.

Poverty & Prevention

| Variance | £000 | Explanation and Action |
|-----------------------|------|--|
| Tackling Poverty Unit | -20 | Delay in recruitment & restructure to new Adult Prosperity and Wellbeing Manager (to be in place by Q2) |
| | | |

At this stage no further over/underspends to report. Work is ongoing around ensuring budgets are profiled to maximise use of grant and ensure no overspends in service area. All savings for 17/18 have been applied to budgets and are on track to be achieved.

Director of Place

There are some carried forward unachieved savings in relation to Terms & Conditions and Commercial Services although these will be offset by Commissioning Review savings and adjustments to reflect overlaps across the various Sustainable Swansea work strands. In relation to the Depot savings the project has been delayed but is expected to be completed during 2017/18 although as the exact date relies on acquisitions the full 'overspend' will be shown until this is clarified. Notwithstanding the above, an area of likely underspend relates to the inclusion of an allocation from WG for homelessness prevention at £741k. Many of the initiatives will take some time to implement meaning an underspend during 2017/18; however options are being looked at to offset this which will be reported via the second quarter report.

Overall Target

The overall target was set by Council on 23/02/17. Taking into account the various savings streams (service savings, cross cutting savings, stopping services, increased council tax resources and unpicking some of the overlaps across streams) a stretch target equivalent to £18.727m is needed to balance the budget on its own. This tracker was predominantly compiled in June and July at the end of the first quarter.

Firm/To date

A strict interpretation of "firm" has been used. To qualify budget must have been allocated, removed and actual practical steps delivered to achieve the planned saving.
NON DELIVERY OF ORIGINAL SAVINGS

Forecast

The overall weighted forecast is 62%, so very significantly short of where we should be. There is some progress on most areas of savings but limited delivery significant savings in the service savings, especially in Corporate Services and Social Services (both of which are reporting significant over spending) and in senior staff savings in Corporate Services and Place (which will need to be reviewed) . **SOME LARGE GAPS**

Service Savings

There are gaps in assured and evidenced savings across two directorates, Social Services and Corporate Services . These are significant enough to indicate that the overall budget will remain overspent by year end. **SUBSTANTIALLY BELOW TARGET**

Senior Staffing

Of the £2.5m savings target set at budget, there is already significant slippage in two directorates, Corporate Services and Place. **SIGNIFICANTLY BELOW TARGET**

Delivery Strands

All now fully allocated into services - no cross cutting unallocated strands remain. **NO LONGER APPLICABLE**

Other Savings

The nature of these savings is that they are mostly fully assured right at the start of the year. The major exception is Council Tax which ultimately depends upon collection performance. It is also where mitigating actions taken to address gaps elsewhere are likely to be recorded as the year develops **TARGET MET**

Risks and Issues to Address This Time

Overall rate of progress is significantly below expectation and is therefore again red flagged for the whole year .

The risks are predominantly around assuring progress is actually occurring on Service Savings and Senior Staffing savings. Reassurance and revalidation work will be essential in the second quarter to ensure all savings are being fully captured.

Cabinet will in due course be advised of the first quarter position, which taken together with emerging additional overspends in Corporate Services, Education and Social Services means that urgent action must be taken now on service spending.

Spending restrictions remain in place and will need to do so all year.

Immediate effort has been directed to:

Reminding every Head of Service they have NO authority to overspend and must take all endeavours to balance their budgets

Freezing recruitment to all but utterly exceptional circumstances posts

Stopping all overtime bar utter exception

Freezing all discretionary spend

Comments and feedback from PFMs

None to date

| | |
|---------------|---------------|
| | £'000 |
| Target | 18,727 |

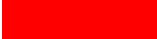


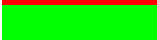


| | |
|----------------|--------------|
| | £'000 |
| To date | 4,760 |





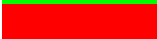

| | |
|-----------------|---------------|
| | £'000 |
| Forecast | 11,627 |







| | | |
|-----------------|----------------|-----------------|
| | To date | Forecast |
| Delivery | 25% | 62% |




| | Target | Forecast | Firm |
|-----------------|---------------|-----------------|--------------|
| | £'000 | £'000 | £'000 |
| Service Savings | 12,299 | 5,789 | 2,277 |
| Staffing | 2,465 | 1,875 | 820 |
| Other savings | 3,963 | 3,963 | 1,663 |
| Total | 18,727 | 11,627 | 4,760 |

| Service Savings | Target £'000 | Firm £'000 | Forecast £'000 | Target Met | | Assessment |
|---------------------------------|-------------------------|-----------------------|---------------------------|-----------------------|---|-------------------|
| Corporate Services | 1,565 | 207 | 229 | 15% |  | RED |
| Education | 314 | 194 | 314 | 100% |  | GREEN |
| Social Services | 6,712 | 382 | 2,478 | 37% |  | RED |
| Poverty and Prevention Place | 243 | 223 | 243 | 100% |  | GREEN |
| | 3,465 | 1,271 | 2,525 | 73% |  | AMBER |
| | 12,299 | 2,277 | 5,789 | 47% |  | RED |

| Senior Staffing | Target £'000 | Firm £'000 | Forecast £'000 | Target Met | | |
|---------------------------------|-------------------------|-----------------------|---------------------------|-----------------------|---|-------|
| Corporate Services | 735 | 144 | 372 | 51% |  | RED |
| Education | 98 | 98 | 98 | 100% |  | GREEN |
| Social Services | 764 | 36 | 764 | 100% |  | GREEN |
| Poverty and Prevention Place | 146 | 123 | 146 | 100% |  | GREEN |
| | 722 | 419 | 495 | 69% |  | RED |
| | 2,465 | 820 | 1,875 | 76% |  | AMBER |

| Other savings | Target £'000 | Firm £'000 | Forecast £'000 | Target Met | | |
|--------------------------|-------------------------|-----------------------|---------------------------|-----------------------|---|-------|
| Council Tax (net) | 3,263 | 963 | 3,263 | 100% |  | GREEN |
| Net levy savings | 0 | 0 | 0 | 100% |  | GREEN |
| Reduced contingency fund | 0 | 0 | 0 | 100% |  | GREEN |
| Use of Insurance Reserve | 700 | 700 | 700 | 100% |  | GREEN |
| Use of General Reserves | 0 | 0 | 0 | 100% |  | GREEN |
| | 3,963 | 1,663 | 3,963 | 100% |  | GREEN |

| | | | | | | |
|--------------------|---------------|--------------|---------------|------------|---|-----|
| GRAND TOTAL | 18,727 | 4,760 | 11,627 | 62% |  | RED |
|--------------------|---------------|--------------|---------------|------------|---|-----|

| Classification | | Jun | Sept | Dec | Mar |
|-----------------------|--------------------------|--------|--------|-------|------|
| RED | Forecast below target by | 30%+ | 20%+ | 15%+ | 5%+ |
| AMBER | Forecast below target by | 15-30% | 10-20% | 5-15% | 0-5% |
| GREEN | Forecast below target by | 15% | 10% | 5% | 0% |

APPENDIX F

| Capital expenditure on major schemes to 30 June 2017 (where spend greater than £250k) | £000's |
|---|--------|
| People | |
| YGG Lon Las Primary School new build | 253 |
| Pentrehafod Comp School Remodelling | 1,564 |
| Resources | |
| Telephony System Replacement | 360 |
| | |
| Place | |
| 3G Pitches (across 3 schools) | 426 |
| | |
| Highways & Transport – carriageway resurfacing | 747 |
| Highways & Transport – invest to save scheme | 364 |
| | |
| Corporate Building and Property Services | 313 |
| | |
| Disability Facilities Grants | 604 |
| | |
| HRA Adaptations programme | 627 |
| HRA Kitchens & Bathrooms | 3,630 |
| HRA Boiler replacements | 300 |
| HRA High-rise flats (Clyne Court / Jeffreys Court) | 250 |
| HRA Llanllienwen | 298 |
| HRA More Homes | 467 |

Work Plan 2017/18

- The Service Improvement and Finance Scrutiny Performance Panel Work Plan has been developed based upon core performance and financial monitoring reports, topic suggestions based on discussion at the Scrutiny Work Planning Conference. It provides a basic framework that allows for items to be added or removed allowing for flexibility throughout the year for any key issues that may arise.
- All meetings will be at 10.30am with a preparation meeting at 10.00am **if required** and will be held in Committee Room 5 in the Guildhall unless otherwise stated.
- The role of this report is to provide an outline of planned work. It can be altered to accommodate for issues which arise throughout the year.

| <u>Date and Location</u> 10.30am – 12.30pm (10.00am Pre-Meeting when required) Committee Room 5 | <u>Items to be discussed</u> |
|---|---|
| <u>Meeting 1</u> Wednesday 2 nd August | <ul style="list-style-type: none"> • Role of the Service Improvement and Finance Panel • Officer Briefing Richard Rowlands (Corporate Performance Manager) • Work Plan |
| <u>Meeting 2</u> Wednesday 6 th September | <ul style="list-style-type: none"> • End of Year 2016/17 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) • Corporate Plan 2017/22 Richard Rowlands (Corporate Performance Manager) • Capital Outturn and Financing 2016/17 Ben Smith (Head of Financial Services & Service Centre) |

| | |
|--|--|
| | <ul style="list-style-type: none"> • Q1 Revenue and Capital Budget Monitoring 2017/18 Ben Smith (Head of Financial Services & Service Centre) |
| <p><u>Meeting 3</u></p> <p>Wednesday 4th October</p> | <ul style="list-style-type: none"> • Annual Report – Welsh Language Standards 2016/17 - Confirmed Rhian Millar – Consultation Co-ordinator Ann Williams – Network 50+ Administrator • Quarter 1 2017/18 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) |
| <p><u>Additional Meeting</u></p> <p>Monday 16th October 2pm</p> | <ul style="list-style-type: none"> • Public Protection Commissioning Review – Pre Decision |
| <p><u>Meeting 4</u></p> <p>Wednesday 1st November</p> | <ul style="list-style-type: none"> • Recycling and Landfill - Annual Performance Monitoring - Confirmed Ian Whettleton - Acting Divisional Officer • Mid-Year Budget Statement 2017/18 Ben Smith (Head of Financial Services & Service Centre) • Reserve Update Ben Smith (Head of Financial Services & Service Centre) |
| <p><u>Meeting 5</u></p> <p>Wednesday 6th December</p> | <ul style="list-style-type: none"> • Annual Review of Performance 2016/17 Richard Rowlands (Corporate Performance Manager) • Welsh Public Library Standards - Annual Performance Report - Confirmed Karen Gibbins - Principle Librarian for Information & Learning • Quarter 2 Budget Monitoring Ben Smith (Head of Financial Services & Service Centre) |

| | |
|--|--|
| <p><u>Meeting 6</u></p> <p>Wednesday 10th January</p> | <ul style="list-style-type: none"> • Quarter 2 2017/18 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) • Corporate Complaints Annual Report - Confirmed Cllr Clive Lloyd – Cabinet member for Transformation & Performance Lee Wenham – Head of Communications & Customer Engagement Andrew Taylor – Corporate Complaints Manager |
| <p><u>Meeting 7</u></p> <p>Wednesday 7th February</p> | <ul style="list-style-type: none"> • Quarter 3 Budget Monitoring Ben Smith (Head of Financial Services & Service Centre) |
| <p><u>Meeting 8</u></p> <p>Wednesday 7th March</p> | <p>To be confirmed</p> |
| <p><u>Meeting 9</u></p> <p>Wednesday 4th April</p> | <ul style="list-style-type: none"> • Quarter 3 2017/18 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) • Annual Work Plan Review Reflect on this year's work with any ideas for future scrutiny |

To be scheduled:

- Budget Scrutiny
- Fees and Charges
- Commissioning Reviews

1. Highways & Transportation Service