Tackling Poverty Strategy Delivery Plan Performance Framework 2017-2020

Theme	Population Outcome		Objective	Key Performance Indicator	2018 Q1	Q2	Q3	Q4	2019 Q1	Q2	Q3	Q4	2020 Q1	Q2	Corporate Plan Well-being Objective - Tackling Poverty	Director	HOS	Cabinet Member
Theme 1. Empowering local people through involvement and participation		1	Continue to deliver community engagement services in line with emerging funding from Welsh Government.	Number of people engaged through Supporting People, Flying Start, Families First, Communities First Legacy Fund, Communities for Work and Communities for Work Plus											Participation and involvement	CS	RM	WE
		2	Continue to use coproduction in our local area coordination model for recruitment.	Number of communities members involved in Local Area Coordinator recruitment											Participation and involvement	CS	AW	MC
		3	Continue to develop community enterprise activities to deliver services more flexibly.	Number of community enterprises developed											Service poverty tackled	CS	RM	DH
		4	Commission Policy in Practice to work alongside the Council's Revenue and Benefits Team to identify the cumulative effect of benefit reforms on households in Swansea.	Report and dataset received											Service poverty tackled	CS	RM	WE
		5	Consider the commissioning of an involvement and participation study for Swansea.	Study commissioned											Participation and involvement	CS	RM	WE
		6	Respond to emerging guidance about Welsh Government funded community development programmes, maximising community benefit and opportunity.	Maximisation of funding											Participation and involvement	CS	RM	WE
Theme 2. Changing cultures to reflect that tackling poverty is everyone's business		7	Continue to develop and deliver our prevention approach with partners as outlined in the Prevention Strategy.	See performance framework of Prevention Strategy											Participation and involvement	CS	RM	WE
		8	Develop or identify and report appropriate KPI's with Council departments to ensure delivery.	See Key Performance Indicators within this Delivery Plan											Inequalities are reduced	ALL	ALL	ALL
		9	Work with the Poverty Partnership Forum to identify shared projects and KPIs to support the wider poverty prevention agenda.	Programme of projects developed											Inequalities are reduced	CS	RM	WE
		10	Ensure that management information systems are suitably robust to measure transition through ages and stages, measuring effectiveness through quality control.	Demonstrate progress towards system development											Inequalities are reduced	CS	ALL	ALL
		11	Deliver training with members and officers to promote the poverty is everyone's business approach.	Training delivered											Inequalities are reduced	CS	RM	WE
	A. Children have a good start in life	12	Continue the success in Child and Family services, of the effective approach to safe reduction in numbers of looked after children and enabling them to be cared for either within Swansea or nearby.	Number of Looked After Children and Children Cared for out of area											Inequalities are reduced	CS	JT	MC
		13	Continue to deliver the signs of safety practice model, supporting the whole family.	Number of people trained in signs of safety / well-being											Service poverty tackled	CS	JT	MC
		14	Continue to deliver the Flying Start programme, measuring the impact upon attainment and attendance at the foundation phase.	Attendance and attainment at the foundation phase											Income poverty is not a barrier	CS	RM	MC
		15	Continue to deliver relationship support via the Equilibrium project.	Number of participants											Service poverty tackled	CS	JT	MC
		16	Remodel support for families with children (including those with disabilities).	Implementation of the Family Support Continuum Review recommendations supported by performance framework with KPIs											Service poverty tackled	CS	RM/JT	MC
		17	Deliver Team around the Family (TAF) in schools within all primary schools in Swansea.	Number of schools delivering Team Around the Family											Income poverty is not a barrier	CS	RM	MC
		18	Work to improve speech and language provision through the Early Years Strategy Group.	Measurement of attainment levels											Income poverty is not a barrier	CS	RM	MC
		19	Further develop the Teenstart pilot, providing multi-disciplinary and multi-agency team support to parents under the age of 25.	Teenstart pilot developed											Income poverty is not a barrier	CS	RM	MC
		20	Deliver the extended childcare pilot in Swansea, testing new and best approaches.	Extended Childcare Pilot implemented											Income poverty is not a barrier	CS	RM	MC
		21	Roll out extended childcare approaches across Swansea following pilot and future funding decisions from Welsh Government.	Extended Childcare rolled out											Income poverty is not a barrier	CS	RM	MC
		22	Support pre 16 children to improve school attendance and attainment with a focus on free school meals (FSM) pupils.	Primary and Secondary attendance and attainment figures for non FSM and FSM children to fit											Income poverty is not a barrier	CS	NW	JR
		23	Contribution at post 16 to continued NEET reduction and improved young person and family well being through the NEETS reduction strategy.	Number of post-16 NEETs reduction											Barriers to employment removed	CS	RM	JR

	#	Action	Measure											Outcome			
B. People learn successfully	24	Quick review of Council employability provision to maximise skills outcomes.	Baseline data collated followed by distance travelled measured											Barriers to employment removed	CS/MN	RM/PH	RS/WE
	25	Develop school to school support to share and develop good practice in the use of Pupil Development Grant (PDG).	Percentage of schools assessed to have effective use of PDG in core visits											Income poverty is not a barrier	CS	NW	JR
	26	Maximise training and employment opportunities through our Council wide apprentice and trainee strategy for young people, targeting those in greatest need.	Number of training and employment opportunities											Barriers to employment removed	CS/MN	NW/PH	WE/RS
	27	Provide additional support to young people who are at risk of becoming NEET through Cynydd.	Number of young people at risk of becoming NEET supported through Cynydd											Barriers to employment removed	CS/MN	RM/PH	WE/RS
	28	Support pre 16 to improved school attendance, through 'Education other than at school' (EOTAS) reduction.	A reduction in number of pre-16 pupils supported through EOTAS											Income poverty is not a barrier	CS	NW	JR
	29	Children and young people showing improved social, emotional and behavioural outcomes through EOTAS intervention.	Distance travelled on BOXALL assessment profile											Income poverty is not a barrier	CS	NW	JR
	30	Facilitate development of pathways to skills or trades linked to economic development opportunities such as City Deal.	Achievement of ten sector routeways over the three years											Barriers to employment removed	MN	PH	RS
	31	Target resources on need and personal circumstances, rather than on participants' age and previous qualification level.	Number of people given employability support											Barriers to employment removed	CS	RM	WE
	32	Increasing participation and improving outcomes in STEM (Science, Technology, English & Maths) subjects and other demand sectors	To develop a baseline figure by end of the financial year. 3 KPIs to be developed to measure progress											Income poverty is not a barrier	CS	NW	JR
	33	Work with partners and through the Regional Learning & Skills Partnership to focus on outcomes such as the incomes of participants and productivity of employers, not just qualifications achieved.	ASHE Data (Annual Survey of Hours and Earnings)											Income poverty is not a barrier	CS	NW	JR
	34	Work with schools and colleges to provide good-quality, expert careers advice to young people.	Number of young people receiving careers advice											Barriers to employment removed	CS	NW	WE
	35	Develop programmes to provide adults with independent, personalised advice and support services to enable low-paid workers to move into better-paid roles.	Programmes developed and implemented											Barriers to employment removed	CS	AW/RM	WE/MC
	36	Deliver Swansea's Beyond Bricks and Mortar principles across all our procurement processes to bring local benefit from service and construction contracts.	Principles adopted across procurement processes											Barriers to employment removed	MN	PH	RS
	37	Use Welsh Government Community Benefit Measurement Toolkit to report community benefit and wider economic impact.	Number of schemes using Toolkit											Barriers to employment removed	MN	PH	RS
	38	Continue to deliver employability programmes and work based learning help for local people to develop skills and access job opportunities.	Programme was delivered to plan											Barriers to employment removed	CS/MN	RM/PH	WE/RS
	39	Maximise work experience benefits and employment outcomes to young people who are NEET via the Cam Nesa Project.	Number of work experience and employment opportunities											Barriers to employment removed	CS/MN	RM/PH	WE/RS

#	Action	Measure	Category			
C. Young people and adults have good jobs						
40	Actively encourage employment practices that reduce poverty including living wage.	The Council is actively working through the Safeguarding PDDC to agree a route map towards developing an Ethical Care Charter which includes a commitment to move towards the living wage within the lifetime of this administration (2021)	Barriers to employment removed	MN	SR	RS/CL
41	Develop an appropriate wage approach re traineeships and apprenticeships.	Proposals agreed and implemented	Barriers to employment removed	MN	SR	CL
42	Review our welfare to work provision to maximise the use of resources and job outcomes.	Review undertaken and opportunities identified	Barriers to employment removed	CS/MN	RM/PH	WE/RS
43	Encourage local recruitment to entry level positions within the Council through simplified recruitment processes.	Review of Recruitment & Selection Policy, including the application process to be undertaken	Barriers to employment removed	MN	SR	CL
44	Use HR processes to maximise and target work experience, traineeships and apprenticeships at disadvantaged individuals, particularly looked after children.	Number per year	Barriers to employment removed	MN	SR	CL
45	Benchmark the number of disadvantaged Swansea residents accessing entry level posts.	Number of disadvantaged Swansea residents accessing entry level posts	Barriers to employment removed	MN	SR	CL
46	Extend social value principles across our full development process to maximise opportunities.	Production of a plan	Barriers to employment removed	MN	PH	RS
47	Maximise skills and job opportunities from key developments such as City Deal.	Key development skills and jobs opportunities to go through the Employability Network	Barriers to employment removed	MN	PH	RS
48	Maximise our purchasing power and that of partners to deliver targeted recruitment and training and other community benefits.	Number of recruitment, training & other community benefits opportunities secured through procurement contracts	Barriers to employment removed	MN	PH	RS
49	Work to identify resource to deliver specialist support such as an Intermediate Labour Market programme for those furthest from the labour market, combining work experience with ongoing support and job search activity.	Swansea Working model developed and adopted	Barriers to employment removed	CS/MN	RM/PH	WE/RS
50	Encourage the further delivery of employability skills within schools.	Percentage of schools judged to be good or better in estyn reports	Barriers to employment removed	CS	NW	JR
51	Work in partnership with Jobcentre Plus and key Welfare to Work Partners to maximise access to skills and job opportunities for Swansea citizens.	Partners actively signed up to Swansea Working principles via an employment charter	Barriers to employment removed	CS	RM	WE
52	Maximise work readiness and experience opportunities for local people within Council Departments and through PSB partners.	Number of work experience opportunities (Council & PSB partners)	Barriers to employment removed	CS/MN	RM/SR	WE/CL
53	Work with third sector partners, PSB partners and within the Council to maximise volunteering opportunities for skills development.	Partners actively signed up to Swansea Working principles via an employment charter	Barriers to employment removed	CS	RM	WE
54	Examine public transport routes to link people in disadvantaged communities to areas of jobs growth by efficient and affordable public transport.	Public transport routes examined	Barriers to employment removed	MN	SD	MT
D. People have a decent standard of living						
55	Continue to deliver advice services for council tax and housing benefit entitlements.	Speed of processing of housing benefit and council tax reduction claims	Maximising income	MN	RM	AL
56	Continue to support in the resolution of benefit disputes and maximise benefit incomes through our Welfare Rights Service.	Demonstrate increased income through benefit claims	Maximising income	CS	RM	WE
57	Continue to provide engagement services through Council Cultural and Community Development Services.	Number of participants engaged in Fusion programme	Participation and involvement	MN	TM	RFD
58	Continue to sustain tenancies and prevent homelessness through ensuring successful financial outcomes and maximising income for people receiving support from the Tenancy Support Unit (TSU).	The amount of additional income secured for TSU service users	Maximising income	MN	LM	AL
59	Continue to provide support and advice to council tenants in arrears with debt and financial difficulties.	The number of tenants in arrears provided with support by the Financial Inclusion Officer	Maximising income	MN	LM	AL
60	Continue to support the development of energy efficient affordable mixed tenure housing within Swansea.	Number of planning applications approved by the Council that achieve the stated % threshold of mixed use tenure affordable homes on residential development sites in accordance with LDP Policy H3	Maximising income	MN	PH	AL
61	Develop social finance capacity through, for example the credit unions, to widen credit access and reduce spiralling debt.	Social finance capacity initiatives delivered through the Financial Inclusion Steering Group	Avoiding poverty premium	CS	RM	WE
62	Co-ordinate partner activity through the Council's Poverty Forum and partner activity through the Poverty Partnership Forum in support of digital inclusion, financial inclusion and benefits advice.	Map activity to understand gaps and overlaps and develop a partnership response	Maximising income	CS	RM	WE
63	Consider the use of research through Policy into Practice to target support to residents at risk of income reduction through benefit changes.	Number of Council departments supporting households identified and targeted through Policy In Practice	Maximising income	CS/MN	RM/LM	WE/AL
64	Maximise community engagement activity through Welsh Government's Fusion programme.	Number of participants engaged in Fusion programme	Participation and involvement	MN	TM	RFD
65	Work with partners to support innovation in the provision of good-value essential goods and services through social and not for profit enterprise.	Number of social and not for profit organisations working in partnership and supported to avoid the poverty premium	Avoiding poverty premium	CS	RM	WE
66	Develop a Rents Strategy. Part of this strategy will ensure that the arrears recovery process is easy to understand and takes account of customer needs, particularly those who may be vulnerable.	Rents strategy developed	Maximising income	MN	LM	AC

		#	Action	Measure												Theme			
		67	Using Policy in Practice research to target services around income maximisation.	Number of households given targeted support												Maximising income	CS	RM	WE
	E. People are healthy, safe and independent	68	Continue our successful approaches to tackling domestic violence, coordinating activity through the Domestic Abuse Hub.	Implementation of the Family Support Continuum Review recommendations supported by performance framework with KPIs												Service poverty tackled	CS	JT/RM	WE
		69	Continue the successful approach of the supporting people programme.	Ensure contracts are delivered effectively												Service poverty tackled	CS	AW	MC
		70	Consider the commissioning of an involvement and participation study for Swansea.	Study commissioned												Participation and involvement	CS	RM	WE
		71	Extend Local Area Coordination approaches to strengthen community relationships and address barriers such as loneliness, isolation and stigma.	Monitor progress towards full coverage												Participation and involvement	CS	AW/RM	MC
		72	Increasing digital literacy, increasing access to a wide range of Council Services including financial inclusion.	Number of participants supported to increase their digital literacy												Participation and involvement	SC	RM	WE
	F. People have good places to live and work	73	Deliver a range of activities across core Council services such as culture, leisure, community centres and libraries to encourage participation.	Number of people participating in Council cultural services												Participation and involvement	MN	TM	RFD
		74	Provide parks and open spaces for recreation and exercise, encouraging more active lives.	Number of parks and open spaces in public ownership												Participation and involvement	MN	TM	RFD
		75	Continue to invest in achieving Wales Housing Quality Standard (WQHS) in our council housing to improve the accommodation and well being of our citizens, reducing fuel poverty.	Number of homes improved annually. The annual number of WHQS compliant homes. The annual number of homes with WHQS fuel efficient heating systems												Avoiding poverty premium	CS	LM	AL
		76	Further encourage private landlords to improve conditions and affordability in the private rented sector.	The number of houses in multiple occupation that have been issued with a licence												Avoiding poverty premium	MN	LM	AL
		77	Continue to maximise the installation of insulation measures in Council Houses to reduce fuel poverty.	Report the average Standard Assessment Procedure (SAP) rating and seek to improve levels year on year												Avoiding poverty premium	MN	LM	AL
		78	Continue to prioritise the supply of genuinely affordable housing by continuing to manage the provision of affordable homes through the Programme Development Plan and Section 106 negotiations.	Number of planning applications approved by the Council that achieve the stated % threshold of mixed use tenure affordable homes on residential development sites in accordance with LDP Policy H3												Avoiding poverty premium	MN	LM	AL
		79	Implementation of the adult services optimum model and the recommendations from the adult services commissioning reviews.	Model implemented												Service poverty tackled	CS	AW	MC
		80	Implementation of the Social Services and Well-being Act and in particular the establishment of an information, advice and assistance service.	Percentage of adults who have received support from the information, advice and assistance service and have not contacted the service again during the year												Service poverty tackled	CS	AW	MC
		81	Ensure our investment provides a strong legacy of employment and opportunity for future generations in Swansea.	These will be monitored through the performance monitoring frameworks for each individual programme, for example City Deal												Barriers to employment removed	MN	PH	RS