

Making a Difference – Annual Performance Review of 2010/11



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Foreword

We are pleased to introduce *Making a Difference*, the City & County of Swansea's Annual Performance Review of 2010-11. This review describes the progress we have made during the previous financial year.

The production of this review marks a departure from previous arrangements, whereby we were required to publish an annual Corporate and Improvement Plan. Under the new reporting framework we are duty bound to produce two plans each year. We published the first of these documents, a forward looking Improvement Plan for 2010 – 2011, in July 2010. This is the second document that we will publish this year; it looks back on our achievements during 2010 – 2011.

The review demonstrates the huge amount of good work that we have undertaken during the previous year for the people of Swansea. We have made good progress delivering our priorities around sustainable communities, improved economic performance, caring for vulnerable people and safeguarding children and young people against a challenging backdrop - not least changing demands for our services due to shifting demographic and economic conditions and reduced government funding and the effects of the recession on Council budgets. We also have an excellent track record of working with other organisations. Some of the notable achievements we have made in this area are highlighted in this document.

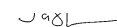
There is likely to be further and continual change over the next few years as local authorities adjust to reduced resources and seek new ways to deliver services. There will be even greater emphasis on achieving efficiencies, working together with other authorities to provide services and a continued focus on protecting front-line service delivery. Citizens and their interests will be at the heart of this change and local authorities will continue to measure their success by asking what difference we made to the citizens who use our services.



Chris Holley, Leader

A handwritten signature in blue ink, appearing to read 'CHOLLEY'.

Jack Straw, Chief Executive

A handwritten signature in blue ink, appearing to read 'J STRAW'.

Chapter 1 – Improvement Priorities 2010/11

1. The Council established 4 priorities for improvement during 2010/11, otherwise known as ‘Improvement Objectives’.
- 1.1 These Objectives were not the only things that it wanted to improve – the other things are described in Chapter 2 - but they represented the key areas that it wished to focus upon.
- 1.2 These were:

Improvement Objective 1: Improve services for children and young people, maximise well-being, raise standards of attainment and achievement and ensure they are safe so that the City & County provides excellent education opportunities.

- Improve Child & Family Services.
- Progress the QEd 2020 Programme and improve skills for learning, work and life.
- In conjunction with others, work to reduce the impact of poverty on children and young people.

Improvement Objective 2: Improve and protect our environment and make communities feel safer so that the City & County is a great place to live.

- Ensure that all public spaces in neighbourhoods are well maintained.
- Reduce Swansea’s ecological footprint by encouraging; the minimisation of waste, an increase in recycling and a decrease in the amount of waste sent to landfill.
- Encourage the provision of affordable, good quality, well managed housing in Swansea and to work towards improving Council Housing up to the Welsh Housing Quality Standard (WHQS)

Improvement Objective 3: Improve Swansea's economic performance so that the City & County of Swansea supports a prosperous economy.

- Provide a more integrated transport system that promotes the use of public transport.
- Improve and develop infrastructure that supports Swansea's economic regeneration focussing on the City Centre, Waterfront, Strategic Employment Sites and Regeneration Areas

Improvement Objective 4: Improve health and social care services for all so that the City & County supports and promotes good health

- Reshape and reconfigure Health and related services in Swansea.
- Promote and encourage healthier lifestyles.

- 1.3 This report demonstrates the success the Council had delivering its Improvement Objectives against the actions and targets included within the 2010/11 Improvement Plan *Making a Difference*. The full table of Improvement Objective performance measures for 2010/11 is attached at Appendix B.
- 1.4 The Council asked the Citizens Panel *Swansea Voices* for their views on how successful the Council was in delivering its 2010/11 Improvement Objectives. Their views are based upon their perceptions as citizens who may or may not have first hand experience of the services delivered through the Improvement Objectives.

Improvement Objective 1

1.5 We wanted to:

Improve services for children and young people, maximise well-being, raise standards of attainment and achievement and ensure they are safe so that the City & County provides excellent education opportunities.

- 1.6 We wanted to do this because Child & Family Social Services had been subjected to the Serious Concerns Protocol due to concerns that the service had weaknesses that put vulnerable children at risk.
- 1.7 We were also worried that while standards were improving in Swansea's schools, the gap between the highest and lowest performing schools was widening and the condition of a large proportion of school buildings in Swansea was poor.
- 1.8 Lastly, we were concerned about the impact of child poverty on educational outcomes and school attendance.

Priority 1

Improve Child & Family Services

Why was this a priority?

- Large numbers of children and young people were being inappropriately referred to Child & Family Services.
- There were difficulties with recruiting and retaining social workers.
- Services to vulnerable children, young people and their families need to be of high quality and delivered in a speedy way.
- More effective commissioning and contracting arrangements needed to be developed.

What have we done and what has been the impact?

- We introduced arrangements to ensure that ensure that vulnerable children and young people are directed to the appropriate support. This has supported a reduction in repeat referrals by 6% from 41% in 2009/10 to 35% in 2010/11, and an improvement in the timeliness of both initial assessments (up from 72% to 79%) and core assessments (up from 57 to 59%). This helps us ensure that we are dealing with those children and families who most need a social services intervention.
- We have run a successful recruitment campaign so that over 40 Social Workers were recruited and all vacancies filled. This has ensured there is the necessary social work capacity to achieve better outcomes for children and families and to improve performance; this has further supported our improvement in delivering more initial and core assessments on time as well as improved the quality, which is important to fully understand a child's needs and to respond appropriately.
- We introduced new training, improved supervision, annual appraisals and additional support to help keep new staff. The impact of this will be seen over the longer term but keeping staff should improve the quality and consistency of work undertaken with vulnerable children.

- We have monitored the quality of assessments and care plans through new arrangements and regular case file audits. This has ensured that quality services are not being sacrificed at the expense of completing quicker assessments.
- We have established a multi-agency Permanence Panel to ensure children and young people are given support and are matched to the best placement for their needs. This has helped improve the speed and quality of care planning so that 100% of looked after children in 2010/11 began their first placements with a care plan in place; the percentage of looked after children with a plan for permanence in place increased from 72.4% in 2009/10 to 96.7% in 2010/11, which was above the Welsh average.
- We gave extra support to specialist foster carers to looked after children with complex needs. This helped ensure there are carers with the experience, qualifications and capability to care for and advise young people who exhibit challenging and difficult behaviour.

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures have also shown improvement over time. 14% of Swansea Voices respondents felt that the Council had been very or fairly successful at improving Child & Family Services. A high percentage (59%) of respondents did not know whether or not the Council had been successful at improving Child & Family services. This is probably because improvements to Child & Family Services can be less visible to the general public and is perhaps more relevant to certain people than others (e.g. people with relatives receiving care from Social Services will be better placed to comment on improvements in the service than people who have had no dealings with the service).

Relevant Success Indicators (See Appendix B)

- **SCC007a, b and c** – referrals for allocation
- **SCC042a and b** – initial assessments completed within time
- **SCC043a and b** – core (in-depth) assessments within time
- **SCC001a and b** – timely placements and care plans

Priority 2

Progress the QEd 2020 programme and improve skills for learning, work and life

Why was this a priority?

- Educational attainment needs to improve at ages 7 to 11 and 16 and for the poorest pupils.
- School attendance needs to improve.
- Continuing to reduce the level of young people who are Not in Education, Employment or Training (NEET) in Swansea is a priority.
- Like the rest of Wales, there are too many surplus school places and the school learning environment needs to improve.
- There is a growing demand for Welsh-medium education that has to be met.
- Specialist Teaching Facilities need to expand to meet demand for Special Educational Needs provision within Swansea.
- Entrepreneurship education is required in schools to support the Swansea knowledge economy.
- Training and work experience has to be provided to the economically inactive and unemployed.

What have we done and what has been the impact?

- We have improved educational attainment in the core national curriculum subjects at ages 7 to 11 and 16. This demonstrates that progress is being made improving teaching and dealing with factors linked to educational attainment, such as poverty and social exclusion.
- We have maintained the flat trend in school attendance. This is important as young people are unlikely to attain their full potential if they are not attending school regularly.
- We achieved another good reduction in the level of young people who are NEET from 6.7% in 2009/10 down to 4.2% in 2010/11. This demonstrates that progress is being made dealing with factors such as poverty and social exclusion that can lead to young people being more at risk of being NEET.

- We have closed three primary schools and amalgamated one primary school as part of the QEd 2020 programme. This has helped reduce the number of surplus school places and addressed concerns with the condition of school buildings.
- We have sought to meet the demand for Welsh medium education by increasing the number of Welsh medium primary school places from 2,400 in January 2010 to 2,600 by January 2011 – an increase of 200 places.
- We have continued the expansion of Specialist Teaching Facilities (STFs) including 8 additional places at Key Stage 4 in Dylan Thomas school for pupils with moderate Autistic Spectrum Disorder and 1 additional place at Key Stage 4 added to the Welsh-medium Special Educational Needs provision. We have consulted on closing the STF in Daniel James school for pupils with Moderate to Severe Learning Difficulties (MSLD) and consulted on establishing a new STF in Morriston Comprehensive School for pupils with MSLD. This has ensured that we are able to continue to meet the individual needs of pupils with special educational needs within mainstream schools and that they are fully included within the learning process.
- We have encouraged enterprise and entrepreneurship in schools by engaging with head teachers, working with Careers Wales West and sharing best practice. This is aimed at providing educational opportunities to help support the development of Swansea's knowledge economy.
- We have maintained 557 25+ year old trainee starts and 752 16-24 year old trainee starts delivered through the Department for Children, Education, Lifelong Learning and Skills (DCELLS) contracts. This has helped ensure that young people are equipped with the skills and work experience necessary to compete in the world of work and reduce the likelihood that they will be NEET.
- We commenced 1117 work experience / training weeks for the economically inactive and unemployed through the Beyond Bricks and Mortar scheme. This scheme uses social benefit clauses in public sector contracts to maximise the benefits of the Council's regeneration programme and provide training and work experience from the economically inactive and unemployed.

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures have also shown improvement over time. 18% of Swansea Voices respondents felt that the Council

had been very or fairly successful at improving schools and education. 28% felt that the Council had been neither successful nor unsuccessful. 36% did not know and the remainder felt the Council was unsuccessful. 21% felt the Council had been very or fairly successful at improving skills for learning, work and life. 22% felt that the Council had been neither successful nor unsuccessful. 37% did not know and the remainder felt the Council was unsuccessful. There were a high percentage of respondents that did not know whether or not the Council had been successful at improving these services. This is probably because improvements to Education, schools and skills can be less visible to the general public and is perhaps more relevant to people who are using such services than to others.

Relevant Success Indicators (See Appendix B)

- **EDU003, EDU011, EDCP21** – educational attainment
- **EDU002i and ii** – pupils leaving school without a qualification
- **EDU016a and b** – school attendance
- **EDCP18c** – Young people Not in Education, Employment or Training
- **EDU006i and ii** – Teacher assessments in Welsh
- **EDU015a and b** - Timely Statements of Special Educational Needs

Priority 3

Reduce the impact of poverty on children and young people in conjunction with others

Why was this a priority?

- The wider outcomes for children and young people in Swansea especially those from disadvantaged backgrounds need to be improved.
- The quality of teaching, particularly in literacy and numeracy, needs to improve.
- The link between poverty and low levels of educational achievement must be broken.
- Young people aged between 14-19 who are NEET, or are at risk of being so, must be helped.

What have we done and what has been the impact?

- We have developed a new Children and Young People Plan to improve skills, reading levels and the health and well-being of children in deprived areas.
- We have identified training for schools in targeted school catchment areas on a new approach called 'Restorative Practice'. This aims to collectively address issues and challenges with children, young people and their families without immediate referral to other agencies.
- We have delivered training to schools in four targeted school catchment areas on a new method called 'Family Learning Signature' in order to engage families in understanding their capacity to learn and support their children's learning.
- Education and Social Services have worked together with schools and others to improve chances for children and families to escape from the cycle of poverty.
- We have undertaken a quarterly progress review against targets and outcomes set within individual Communities First Area Action Plans. This has helped ensure that we are on track in terms of delivering Communities First priorities within these areas.

- We have kept fixed exclusions from primary schools low and reduced the number of fixed exclusions from secondary schools to its lowest figure since 2005/06. This shows that we have good measures in place within schools to effectively manage pupil behavioural problems.
- We provided targeted support (both within and outside of the school day) to young people in the 14-19 age-range who are NEET or identified as at risk of being so through the *Engage* project. This has helped engage young people in more appropriate and meaningful activities to support them back into the supported education and training offered through the rest of the project.

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures have also shown improvement over time. 11% of respondents felt that the Council had been very or fairly successful at reducing the impact of poverty on children and young people. 16% felt that the Council had been neither successful nor unsuccessful. 53% did not know and the remainder felt the Council was unsuccessful. There were a high percentage of respondents that did not know whether or not the Council had been successful at reducing the impact of poverty on children and young people. This is probably because these services can be less visible to the general public and is perhaps more relevant to people who are using such services than to others.

Relevant Success Indicators (See Appendix B)

- **EDU003, EDU011, EDCP21** – educational attainment
- **EDU002i and ii** – pupils leaving school without a qualification
- **EDU016a and b** – school attendance
- **EDCP18c** – Young people Not in Education, Employment or Training
- **EDCP12b** – fixed term exclusions

Improvement Objective 2

2 The second Improvement Objective for 2010/11 was in relation to communities and the environment.

2.1 We wanted to:

Improve and protect our environment and make communities safer so that the City & County is a great place to live.

2.2 We wanted to do this because cleanliness and maintenance of the streets is a priority for the public. Appearance of localities can also affect community confidence, community safety and the prevalence of anti-social behaviour.

2.3 We were concerned to increase recycling and composting of waste and reduce the amount of waste sent to landfill or face fines for failing to achieve statutory targets set by the Welsh Government and the increasing costs associated with landfill tax.

2.4 Lastly, we recognised the need to increase the supply of good quality and affordable housing to meet demand.

Priority 4

Ensure that all public spaces in neighbourhoods are well maintained.

Why was this a priority?

- A more targeted approach to area based cleansing and highways maintenance that met local concerns was needed.
- The Council had to set out how it intended to maintain the highway network through a new 5 year Highway Maintenance Programme.
- Public confidence in both the Police and the Council to reduce crime and anti-social behaviour needs to improve.
- The appearance and accessibility of parks and open spaces needed attention.

What have we done and what has been the impact?

- We have formalised new area based cleansing arrangements. These have allowed us to more effectively clean localities and meet local cleansing priorities. We continued to inspect land to ensure an acceptable level of cleanliness in Swansea is maintained. Although there was a slight dip improving the percentage of highways and relevant land inspected to an acceptable standard of cleanliness from 94% in 2009/10 to 92.6% in 2010/11, there has been an overall slightly improving trend since 2007/08 (91.2%).
- We continued to provide a rapid response service to deal with incidents of fly tipping, although there was a decline in the percentage of fly tipping incidents cleared within 5 working days from 96.39% in 2009/10 to 92.50% in 2010/11.
- We have introduced area based PATCH teams to work specifically on road repairs within localities on a rota basis. This is a more efficient and effective way of working that is also dedicated to meeting local concerns.
- We produced and published a new 5 year Highway Maintenance Programme and completed the first year programme in relation to 2010/11. This allows us to plan where and how roads in Swansea will be repaired over the next few years.

- We agreed arrangements to establish a PACT Co-ordinating Group to consider whether priorities arising out of Swansea's PACT meetings could be addressed locally or would need a co-ordinated response. This enabled us to more effectively meet local concerns while providing a more strategic response to commonly identified issues.
- We completed 591 graffiti removal jobs to help improve the appearance of communities and help increase public confidence and lower the fear of crime. 85 of the 87 priority jobs where graffiti was offensive (97%) were completed within 7 working days.
- We completed first phase conservation and alteration works to Oystermouth Castle in an improvement project helping to improve physical and intellectual access and preserve it for future generations.
- We made improvements to Clyne Country Park to improve footway and cycle access, signage and car park arrival points. 420 native tree saplings donated by the Woodland Trust were also planted.
- We made city-wide improvement to Parks within deprived areas of the City & County of Swansea and obtained funding for improvements to Coedgwilym and Cwmdonkin Parks, which aimed to give residents a better experience and improve their quality of life.
- We obtained authorisation to proceed with a programme to establish Swansea Bay as a centre of excellence for water sports. This aims to provide Swansea Bay wide infrastructure which will enable a wide range of water sports to be undertaken, and will promote the Swansea Bay Region as a Tourism Centre of Excellence for water sports. This will contribute to developing healthy and economically prosperous communities through the assets of the natural environment of Swansea Bay.

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures have generally also shown improvement over time with the exception of fly tipping incidents cleared within 5 working days, although performance remains high. 48% of Swansea Voices respondents felt that the Council had been very or fairly successful at improving street cleansing and maintenance. 23% felt that the Council had been neither successful nor unsuccessful. 26% felt that the Council had been very or fairly unsuccessful. Only 3% did not know because these services

are highly visible to the general public and are experienced by everyone. In another Swansea Voices survey during 2010/11, the most highly rated aspects of Swansea's Parks and Open Spaces were maintenance of grass areas (66% as "good"). Overall, 58% of respondents were "satisfied" with the Parks service and only a minority (4%) were "dissatisfied".

Relevant Success Indicators (See Appendix B)

- **STS005b** – highways cleanliness
- **STS006** – dealing with fly tipping incidents
- **CRE4** – priority graffiti removal

Priority 5

Reduce Swansea's ecological footprint by encouraging; the minimisation of waste, an increase in recycling and a decrease in the amount of waste sent to landfill.

Why was this a priority?

- The amount of waste recycled and composted needs to increase.
- The amount of waste sent to landfill sites must be reduced.
- Failure to meet statutory recycling and landfill targets set by the Welsh Government will result in the Council incurring financial penalties and increased cost through higher taxes.
- The public must be encouraged to play their part and recognise their contribution to reducing waste and the potential impact on climate change.
- Waste generated by the Council's own highways maintenance operations must be reduced to help meet waste targets.

What have we done and what has been the impact?

- We introduced alternate Weekly Refuse Collections, a fortnightly collection of plastic from the kerbside and provided special compostable liners for kitchen waste. We also started introducing food waste collection to flats. This meant that we continued to reduce the percentage of waste sent to landfill from nearly 68% in 2008/09 down to nearly 65% in 2009/10 and then down again to nearly 58% in 2010/11. We also exceeded our annual target of 37.5% to recycle / compost 40.47% of household waste.
- We recycled all gulley waste and road sweeping material for re-use on Highways own construction and maintenance activities and other schemes, which also contributed to meeting our targets to reduce waste.

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures have also shown improvement over time, although meeting the statutory landfill and recycling targets will still prove challenging. 82% of Swansea Voices respondents felt that the Council had been very or fairly successful at increasing opportunities for composting and recycling waste. 6% felt that the Council had been neither successful nor unsuccessful. 7% felt that the Council had been very or fairly unsuccessful. Only 5% did not know because these services are highly visible to the general public and are experienced by everyone. In another Swansea Voices survey during 2010/11, 85% of respondents felt it was easy to recycle waste in Swansea. Satisfaction with the kerbside refuse collections service ranged from 74% (Green bags – glass, tin and paper, kitchen waste) to 80% (pink bags – plastic recycling).

Relevant Success Indicators (See Appendix B)

- **WMT004** – amount of waste sent to landfill
- **WMT009** – amount of waste recycled / composted

Priority 6

Encourage the provision of affordable, good quality, well managed housing in Swansea and work towards improving Council Housing up to the Welsh Housing Quality Standard.

Why was this a priority?

- The Welsh Housing Quality Standard (WHQS) is the Welsh Government's target standard for all social housing in Wales.
- Working towards improving the Council housing stock to meet this standard is a priority for the Council but the total amount of money needed to do this is more than the Council can access under the current rules.
- Council housing tenants and leaseholders had to be consulted on the Council's short-term plans as well as the longer term aims.
- The supply of affordable housing needed to be increased to meet demand through work undertaken with social housing providers and private sector developers.
- Empty homes need to be brought back into use and dilapidated buildings dealt with in order to improve the appearance of communities and to help meet the demand for housing.
- The scope of regulation had to widen in order to improve the management standards within the Houses of Multiple Occupation (HMO) sector.

What have we done and what has been the impact?

- We consulted with Council housing tenants and leaseholders to discuss investment proposals for Council housing, which helped us to identify priorities for homes, estates and services.
- We consulted with landlords and adopted a new HMO Licensing Policy to promote high management standards and to benefit private tenants and communities.
- Some 104 units of affordable housing were provided in 2010/11 to help meet housing needs and demands, which was less than the 366 units that were planned. This shortfall is due in part to reductions in grant funding and difficulties with the housing

market related to the wider economic climate. There is also a 2-3 year time lag between securing finance for a development and actually completing the housing. It can therefore be difficult to predict exactly which month/ financial year specific properties will be actually completed in.

- Although the Council did not produce an Empty Property Strategy as planned, the Council reduced the number of empty Council homes from 286 in 2009/10 down to 251 in 2010/11. The Council also returned 23 dwellings back to occupation after a period of them being empty.

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures have also shown improvement over time, with the exception of the number of affordable homes delivered due to difficult economic conditions. 18% of Swansea Voices respondents felt that the Council had been very or fairly successful at making improvements to Council housing. 14% of respondents felt the Council had been very or fairly successful at increasing the supply of affordable housing. 13% (improvements to Council housing) and 23% (increasing affordable housing supply) felt that the Council had been neither successful nor unsuccessful. 15% (improvements to Council housing) and 25% (increasing affordable housing supply) felt that the Council had been very or fairly unsuccessful. 54% (improvements to Council housing) and 40% (increasing affordable housing supply) did not know. This is probably because these services can be less visible to the general public and is perhaps more relevant to people who are experiencing such services than to others.
- Whilst overall only 18% of respondents felt making improvements to Council housing this had been delivered successfully, this figure increased to 31% amongst Council tenant respondents. Conversely, 52% of respondents who were Council tenants felt the aim had not been successfully delivered, which was higher than the overall percentage (15%). However only 62 of the 765 panellists who responded to this question were actually Council tenants. The Tenant's Survey referred to below had a much larger sample.

Tenants survey 2011

- A survey of 2,552 tenants (19% of all tenants) in 2011 found that 79% were satisfied with the overall condition of their home; 75% were satisfied with their neighbourhood as a place to live; 84% were satisfied with the overall Housing service. Tenants were also asked to comment on a brief summary of the Council's spending priorities, namely, keeping properties structurally secure and thermally efficient. Over two-thirds (68%) said they were satisfied with this approach, with 26% stating they were dissatisfied.

Relevant Success Indicators (See Appendix B)

- **HSG2** – The number of empty Council homes
- **PLA006** –additional affordable housing units provided
- **PSR004** – private sector dwellings returned to occupation
- **PSR007a** – HMO's that have a full licence
- **PSR007b** – HMO's that have a conditional licence

Improvement Objective 3

3 The third Improvement Objective for 2010/11 was in relation to communities and the economy.

3.1 We wanted to:

Improve Swansea's economic performance so that the City & County of Swansea supports a prosperous economy.

- 3.2 We wanted to improve public transport to help improve accessibility and movement, reduce congestion and pollution and contribute to improving Swansea's prosperity.
- 3.3 We were concerned that the city centre has been under-performing and needed to be improved through investment in development, its public realm in order to generate increased vitality consistent with its role as a regional centre for retailing, employment and service provision.
- 3.4 Improving the linkages between the city centre and Waterfront offers significant opportunities to achieve Swansea's ambition of becoming a distinctive Waterfront City.
- 3.5 Strategic Employment Sites that are capable of supporting development are essential to meet the requirements of Swansea's economic growth.

Priority 7

Provide a more integrated transport system that promotes the use of public transport.

Why was this a priority?

- A new city bus station was part of the strategy to improve public transport links.
- In line with the need to increase public transport patronage and reduce congestion, the Council wanted to recruit additional Civil Parking Enforcement Officers.
- Swansea Council wanted to improve the walking and cycling networks to help promote alternative forms of transport.

What have we done and what has been the impact?

- We opened a new city bus station with modern facilities to help improve public transport links to the city centre.
- We appointed 10 additional Civil Parking Enforcement Officers to help ensure compliance with parking restrictions and held surveys to monitor observance of parking restrictions in order to help reduce traffic congestion.
- We commenced work to extend the walking and cycling path in Clydach in partnership with Sustrans and carried out a full inspection of the off-road walking and cycling network to ascertain condition and identify maintenance requirements.

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures shown a high take up rate of concessionary bus passes for older people but a drop in Park & Ride usage over time. 31% of Swansea Voices respondents felt that the Council had been very or fairly successful at providing improved public transport. 30% felt that the Council had been very or fairly unsuccessful. 24% felt that the Council had been neither successful nor unsuccessful. 15% did not know, which probably reflects that not all of the Panellists would regularly use public transport.

Relevant Success Indicators (See Appendix B)

- **ETE8** – Park and Ride usage
- **THS007** – adults aged 60+ holding concessionary bus passes

Priority 8

Improve and develop infrastructure that supports Swansea's economic regeneration focussing on the City Centre, Waterfront, Strategic Employment Sites and Regeneration Areas.

Why was this a priority?

- Retail facilities, buildings, properties and the public realm within in the City Centre and Waterfront needed to be improved so that it may be a quality regional shopping centre and destination city.
- The Planning service had to be refocused to support the regeneration of the City & County.
- Vital infrastructure works needed to be provided at Felindre to ensure that it is developed as a prime location for businesses.
- Area regeneration programmes had to be delivered to help build sustainable communities and promote jobs and growth.
- A draft strategy for investment was required for Swansea Indoor Market.

What have we done and what has been the impact?

- We undertook a building condition survey and delivered investment to Swansea Market, including repairs to the roof and an upgrade of the electrical supply.
- We agreed a cooperation agreement between the Council and Hammerson plc. relating to the regeneration of the City Centre. We also prepared draft planning briefs for St David's Quadrant and Parc Tawe and a Marketing Brief for Lower Oxford Street. These planning briefs were not adopted due to a significant deterioration in economic conditions. A review has been undertaken and an alternative approach has been prepared for future plans.
- We completed the first phase of Waterfront public realm improvements along the banks of the River Tawe, between the Tawe Bridges to the Sailbridge Site. The improvements included new surfacing, new stainless steel / timber street furniture, railings, improved signage and other enhancements.
- We developed and approved a preferred option to deliver the second and third phases of Waterfront public realm

enhancements on the seafront between Swansea Observatory and the Civic Centre. We also designed the third phase of city centre public realm improvements to Lower Oxford Street.

- We advised more than 60 owners and occupiers of premises within the city centre on the availability of Building Enhancement grants and awarded 6 grants aimed at improving properties. We also advertised the availability of Property Development Grant to improve properties within the city centre and analysed expressions of interest.
- We merged the former planning service and economic development services to form a new integrated single service (Economic Regeneration & Planning) to support the wider regeneration agenda in Swansea.
- We obtained European funding to regenerate the former Felindre steelworks site into a strategic business park to help create and sustain employment.
- We assessed projects for inclusion within the Western Valleys Regeneration Area Programme and established a Steering Group to help facilitate the delivery of the Swansea Regeneration Area Programme to help build sustainable communities and promote jobs and growth.

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures also show improvement except the percentage of major planning applications determined within time, which fell from 42.1% in 2009/10 to 17.4% in 2010/11. On the other hand, the value of inward investment increased from £23m in 2009/10 to £45.1m in 2010/11. 33% of Swansea Voices respondents felt that the Council had been very or fairly successful at regenerating the city centre. 25% felt that the Council had been neither successful nor unsuccessful. 39% felt that the Council had been very or fairly unsuccessful. Only 4% did not know because physical improvements are highly visible to the general public and are experienced by everyone. In another Swansea Voices survey during 2010/11, 40% of respondents thought the Council was good at regenerating run down areas whereas 45% thought the Council was poor and 15% did not know. In the same survey, 48% thought the Council was good at ensuring new developments are located on suitable sites whereas 32% thought that the Council was poor and 20% did not know.

Relevant Success Indicators (See Appendix B)

- **PLA004a** – speedy determination of major planning applications
- **PLA004c** – speedy determination of householder planning applications.
- **ESD1** - Value of inward investment for property based projects

Improvement Objective 4

4 The fourth Improvement Objective for 2010/11 was in relation to Health and Social Care.

4.1 We wanted to:

Improve Health and Social Care services for all so that the City & County supports and promotes good health.

4.2 We wanted to modernise and rebalance health and social care services to achieve financial balance, deliver more accessible services and increase people's independence.

4.3 We wanted to support people to live healthier lifestyles.

Priority 9

Reshape and reconfigure Health and related services in Swansea.

Why was this a priority?

- The established model of respite care (short break) provision was considered to be both unsustainable and unable to address the needs and wishes of families caring for an older relative with a disability or long term mental or physical disability.
- Social care services for older people need to be redesigned so that there are more options for care at home that support independence.
- A 'person centred' approach for older and other persons with mental health problems is required, which supports their human rights and independence.
- Day opportunities for older people had to be remodelled in order to promote independence and enablement within the community.
- Improvements to mental health services for older people must be made in conjunction with Health partners.
- Hospital and community based care needs to be reshaped with Health partners in order to support people to live in their own homes.

What have we done and what has been the impact?

- Following a period of consultation Earlsmoor respite care home was closed and a range of other respite care services have been developed offering short breaks in care homes. We have made available alternative respite options, such as an extra-care flat at Hazel Court in Sketty and short breaks in the home of another individual or family (known as an 'adult placement') to better meet different needs and requirements.
- We have reviewed home care (domiciliary) services to assess and support older people to remain in their own home for longer. This has supported an improvement in people aged 18 to 64 who are supported within the community from 96.42% in 2009/10 to 96.9% in 2010/11. There has been a slight drop in people aged 65+ supported in the community due to the developing ethos

of supporting and directing people to community resources rather than traditional paid-for services; the number of people receiving residential forms of care remained stable.

- We have adopted a 'person centred' approach to the care of older people with dementia, which promotes human rights and independence, including investment in the development of a new and pioneering higher dependency unit at Ty Waunarlwydd Care Home in partnership with the Health Board.
- We have remodelled day opportunities for older people so that they are effective and sustainable and once established are being run by users to better meet their needs.
- We established projects to test ideas in the context of locality working, which involves a joined up approach within a particular locality to develop and build community capacity to support people to take responsibility for decisions that affect their lives.

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures also broadly show improvement, although there were concerns over delayed transfer of care from hospital to another care setting, which increased from 2.97 days in 2009/10 to 9 days in 2010/11. We are working with health partners and our domiciliary care assessment service to establish the most cost effective and sustainable hospital-discharge arrangements. 13% of Swansea Voices respondents felt that the Council had been very or fairly successful at improving social care for adults. 7% felt that the Council had been neither successful nor unsuccessful. 19% felt that the Council had been very or fairly unsuccessful. 51% did not know. This is probably because these services can be less visible to the general public and is perhaps more relevant to people and their relatives / carers who are experiencing such services than to others who have had no dealings with the service.

Relevant Success Indicators (See Appendix B)

- | | |
|---|--|
| ▪ SCA001 – delayed transfers of care | ▪ SCA007 – care plan reviews during the year |
| ▪ SCA003a – clients aged 18 to 64 supported within the community | ▪ SCA003b – clients aged 65+ supported within the community |

Priority 10

Promote and encourage healthier lifestyles.

Why was this a priority?

- The Strategy for Older People is being implemented through the Health, Social Care and Well-Being Strategy.
- The Council committed to continuing to implement priorities for older people in partnership with over 50s through the Swansea Network 50+.
- Assistive technology that allows people to live safely within their homes needed to be reviewed to ensure that it remained financially sustainable and continued to meet the needs of its users.
- Sport and physical activity needs to be encouraged to help improve health and well-being.
- The Sunbed (Regulation) Act 2010 – which made it an offence for anyone under the age of 18 years old to use sunbeds – came into force in April 2011. There was a need for the Council to prepare for the introduction of the Sunbed (Regulation) Act 2010 to establish the number of unmanned premises with sunbeds and for premises to demonstrate safe practice.

What have we done and what has been the impact?

- We continued to implement the priorities identified in the Strategy for Older People through the new Health, Social Care and Well-Being Strategy 2011-14. We also continued to work with the Swansea Network 50+ and implemented a pilot project to train volunteers from the Network as peer mentors visiting groups within their communities to provide information on everything from preventing fractures and falls to getting into employment, volunteering and training.
- Following a review of assistive technology, and the development of commissioning plans, we have set up a Care at Home project to continue to review and develop our range of “extra care” services. We have introduced a flat rate charge for those users who are not in receipt of social home care packages in order to provide a sustainable service.
- We implemented the third year of a funding agreement with the Sports Council for Wales to help increase physical activity and undertook a half year and then annual review to determine progress implementing the Council’s Sport and Physical Activity

Strategy. The Welsh Health Survey (WHS) revealed no increase in the % of adults engaged in physical activity 5 X 30 minutes per week for the second year running (27%). This is despite physical activity levels at council run establishments increasing, which may suggest that the WHS may not be sensitive enough to pick up on small increases amongst their sample.

- We identified unmanned premises with sunbeds and asked them to provide a risk assessment to demonstrate safe practice. A 100% of high risk businesses were inspected for Health & Safety during 2010/11, which was an improvement on the 2009/10 result (62%).

How have we done and what did our *Swansea Voices* panel think?

- We have made good progress delivering this priority and delivered the actions set out within last year's Improvement Plan; the relevant success measures also broadly show improvement or have hit their target. Exceptions were delayed transfers of care, clients aged 65+ supported in the community (see priority 9) and adults achieving 5 X 30mins of physical activity per week (see above). 23% of Swansea Voices respondents felt that the Council had been very or fairly successful helping people to adopt healthier lifestyles. 28% felt that the Council had been neither successful nor unsuccessful. 23% felt that the Council had been very or fairly unsuccessful. 26% did not know, which probably reflects that not all of the Panellists would regularly use leisure or other health / social care related services.

Relevant Success Indicators (See Appendix B)

- **SCA001** – delayed transfers of care
- **SCA003a** – clients aged 18 to 64 supported within the community
- **SCA003b** – clients aged 65+ supported within the community
- **SCA007** – care plan reviews during the year
- **CTCH1** – Adults achieving 5 x 30 mins exercise per week
- **LCS002** – participating visits to Council run leisure centres
- **PPN001iv** – high risk businesses inspected for Health & Safety

Chapter 2 – Improvement Activity 2010/11

This chapter highlights some of our other more significant achievements during 2010 – 2011. We have grouped the information provided into the themes identified within Swansea's Community Strategy.

See Appendix A for further information on how this improvement activity delivers the different aspects of improvement.

Environment

Recycling and waste collections

In 2009/10, nearly 83,000 tonnes of waste was buried in landfill sites but more than half of it could probably have been recycled in some way. In 2010/11, residents in the City & County helped push the recycling percentage from just over 37% in 2009/10 to just over 40%. However, there is still a lot to do to meet the 75% recycling target by 2025. Hitting the target would also save the council from paying large landfill tax bills.

Real Nappies

The Council continued to help promote changing to real nappies. A child goes through around 5,000 disposable nappies in two-and-a-half years at a cost of around £1,200. The Council runs a voucher scheme which gives parents £50 towards the cost of buying real nappies.

Collecting bulky waste

A new recycling scheme was introduced in 2010/11 to recycle bulky household waste including unwanted sofas and wardrobes and keep them from the landfill site.

Swansea Council developed the Swansea Waste Action Team (SWAT) to help sort through approximately 600 tonnes of bulky waste collected from people's homes during the year.

The newly-formed team is made up of service users from the Council's Social Services Work Development Service.

This scheme gives the Council the resources to help refurbish and recycle some of the furniture that is picked up from people's homes

Green Champions

The amount of waste produced by Council staff at the Civic Centre in 2009/10 was 146 tonnes 33% of which was sent to landfill. Most of the waste that we produce at work is paper and can easily be recycled in green bags.

New recycling bins were installed throughout the Civic Centre, Guildhall and Penllergaer offices. Since the bins were introduced the amount of waste produced at Civic Centre has so far **decreased by 5 tonnes**.

To help promote the recycling message to all staff, Swansea Council put together a group of Green Champions. The main purpose of this group is to encourage their colleagues to recycle more and reduce the amount of rubbish they produce whilst at work.

Promotional Campaign

A two year promotional campaign has been undertaken during 2009/10 and 2010/11.

The Recycling Team attended over 170 different events over this period in order to promote the service and alternate weekly collections. The most effective events were information events held in supermarkets and the city centre.

The efforts to increase recycling also included targeted door knocking campaigns, work undertaken with local schools to promote the recycling message and setting up an on-line swap shop, which enables the public to advertise, browse, swap or acquire otherwise unwanted items.

Green Dragon Award for Corporate Building Services

Swansea Council's Corporate Building Services team was one of only nine organisations in Wales to achieve the highest-possible Level 5 in the environmentally-friendly Green Dragon award scheme in 2010/11. Jane Davidson, the then Welsh Government Minister for Environment, Sustainability and Housing, presented a special certificate to the team in May 2010. The 600-strong team reduced its waste by 44%, slashed energy consumption by 32% and boosted its recycling rate to 70%.

The Natural Environment

A huge amount of investment has been put into opening up the countryside around Swansea to residents and visitors, enabling them to take in the natural beauty of areas across the city.

Improvements to Rights of Way

Gower may be the headline attraction for many walkers from across Britain. But there's more in store thanks to the efforts of the Council's Countryside Access Team in 2010/11. They worked with local walking groups, completing work to reintroduce public rights of way for the benefit of everyone.

Paths that have been neglected over time and consumed by weeds and brambles have now been cleared and given back to the public. In 2010, the Council was about to start a third year of improvements using grant funding from the Welsh Government. The City & County of Swansea has around 385 miles of footpaths and bridleways for people to use. Some are in good condition and others have been obstructed for many years.

One of the major improvements has involved the replacement of a well used bridge within the Cwm Clydach RSPB nature reserve, which had partially collapsed. Other improvements have included a kilometre length of bridleway near Rhydypany, which has been impassable for the last 50 years.

The Welsh Government provided Swansea Council with an annual grant of £58,000 in 2010/11 to help out. To help people get the most out of public rights of way, a booklet was produced giving guidance on all aspects of rights of way, including where to find them.

Biodiversity

A 24-hour biodiversity audit and ocean vigil to catalogue plant and animal was held at the Bishop's Wood Nature Reserve in Caswell and the nearby coastal path in May.

People of all ages were invited to take part and join experts in putting together an inventory of the reserve's woodland and grassland species as well as the coastal and marine life along the shoreline.

Searches for bats, butterflies, moths, dawn chorus birds, lichens, elm trees, spiders, seaweed and shore fish were among those being organised.

The event coincided with International Biodiversity Day and was organised by Swansea Council's Nature and Conservation Team and the Swansea Biodiversity Partnership.

The event was one of only two in Wales and was the first time a thorough inventory of Bishop's Wood and the nearby shoreline had taken place.

Gower Coast Path

September 2010 saw the completion of a 16- mile section of a new Gower Coast Path between Llanmadoc and Port Eynon.

For years walkers from around the world have been coming to Gower to enjoy the breathtaking views from some of the finest coastal scenery Britain has to offer. But there's never been an officially designated coast path that's been able to cling to the coast itself the whole way.

The final Gower Coast Path will stretch for almost 40 miles from Mumbles in the South to Crofty in the north via Three Cliffs Bay, Port Eynon and Llanmadoc. Members of the West Glamorgan Ramblers were involved in the construction of some of the new paths.

The Gower Coast Path is part of the Welsh Government's ambition to create a path right around the coast of Wales through its Coastal Access Improvement Programme. The project has been part-funded by the EU's Convergence European Regional Development Fund.

Work has included replacing stiles with gates and waymarking. There is also a new section between Cwm Ivy Tor and Delvid. This route has been used informally for many years, but is now an official footpath with a legal right to walk.

Swansea's Parks and Open Spaces

Swansea's Parks were recognised in 2010/11 for their contribution to local communities and also benefited from some significant investment.

Green Flags for Swansea's Parks

Four Swansea Parks gained the Green Flag Status in 2010/11 for their cleanliness and the standard of their facilities.

The four parks being Brynmill Park, Clyne Gardens, Singleton Botanical Gardens and Victoria Park.

Blue Flags and Seaside Awards for Swansea beaches

Four Swansea beaches gained Blue Flag and Seaside Award Status in 2010/11 – Llangland, Caswell, Bracelet and Port Eynon. Limeslade also gained a Rural Seaside Award

Green Coast Awards

Rhossili, Tor Bay, Mewslade and Pwll Du all gained Green Coast Awards

Parks and Open Space Improvements

Close to £480,000 was spent on parks in the more deprived areas of Swansea to give residents a better experience and improve their quality of life. Multi-use games areas, play and adventure areas, spaces for kickabouts and a basketball facility were among the features introduced in addition to new paths, bins and benches.

Victoria Park, Cwmbwrla Park, Cwmrhydyceirw Park and Cwm Level Park all benefited as well as community open spaces in Clase and Townhill/Mayhill.

These improvements also featured Wales' first 'Adizone' – a multi sport and fitness facility sponsored by Adidas. This was installed at Pentrehafod School.

One key element of the improvements was the 'Breathing Life into Parc Llewelyn' project, which was an excellent example of successful collaboration between the City & County of Swansea and the voluntary group, the Friends of Parc Llewelyn. This scheme was made up of a number of improvements costing over £100,000, which were designed to encourage greater community involvement in the park and follows on from extensive consultation with people and groups in the nearby area. Funding from the Welsh Assembly Government, the City & County of Swansea and the Friends of Parc Llewelyn made this project possible.

Children & Young People

New Play Bus launch

Thousands of Swansea children can now make the most of first class fun thanks to the launch of a new Play Bus in 2010/11.

New Play Bus and Youth Express

Swansea Council's Play Team is behind the new Play Bus launched in 2010/11 thanks to a £160,000 funding boost from The Big Lottery Fund and Cymorth.

The Play Bus travels into communities across Swansea and particularly targets children in more disadvantaged areas and parts of the City & County where there is either very limited play spaces available or none at all.

The bus is called *Play on Wheels* and includes facilities such as monkey bars, disco lights and a karaoke machine. A kitchen and a toilet are also on board and plenty of space is available for children to play with fun equipment.

Children from years seven and ten of Ysgol Gyfun Gwyr voted for the new bus to be called *Play on Wheels* and chose a design including vibrant artwork and images of children having fun.

Each of the possible name and design options for the bus came about from extensive consultation with schoolchildren across Swansea. One of many additional fun features is a slide attached to the side of the vehicle that will allow children to slide off the bus.

Its launch coincided with the unveiling of the *Rural Youth Express* a vehicle visiting Swansea's rural communities, offering young people access to informal learning opportunities and a place to meet.

Child & Family Services

2010/11 was a challenging year for Child & Family Services. As well as working hard with partners to make improvements identified by previous inspections, there was also a big effort made as part of this work to recruit more Foster Carers to help take care of children that needed to be looked after.

Recruitment drive for Foster Carers

Swansea Council's *Foster Swansea* team launched a recruitment drive in May to encourage people from all walks of life to get involved and become a foster carer. The '*Make a World of DifferenceFoster!*' campaign highlighted the different ways people could help, including by becoming a part-time or respite carer giving parents a break and so helping to keep families together.

The *Support Breaks Swansea* scheme has been running since 2005 and recruits carers who can offer time out for children who need it. Support Care offers a preventative intervention that aims to avoid families becoming separated long-term. It provides day, evening, overnight or weekend breaks that meet the needs of individual families. In 2010/11 there were six support care families that offered breaks with *Foster Swansea*.

Alternatively, Swansea's new Fostering Scheme, *Therapeutic Foster Care* was aimed at people with the experience, qualifications and capability to care for and advise young people who exhibit challenging and difficult behaviour. The specialist scheme has a specialist therapeutic team which provides dedicated support to carers.

Community Safety

Swansea's Youth Offending Service celebrated its 10th birthday in 2010/11 helping to make our city a safer place

Youth Offending figures fall

Since 2000 youth crime had fallen by more than 70%, with the biggest reductions in car theft, domestic burglary and serious violent crime.

Re-offending by young people in Swansea reported during 2010/11 was among the lowest in England and Wales. The number of persistent young offenders had fallen by 90%.

The improvements came about through the Youth Offending Service working closely with partner agencies, young people and volunteers. The Magistrates in the Swansea Youth Court have also played a significant role.

The figures available in 2010/11 showed that the numbers of young people being sent to custody by the courts had fallen by more than anywhere else in the country.

Prevention measures and working with parents had resulted in a drop of 55% in the number of first time entrants to the criminal justice systems.

The work being done in Swansea also caught the eye of the Home Office in London. The Home Office held up the City & County as a prime example of how to tackle youth crime and the causes of it.

Education

The Council's Quality in Education (QEd) 2020 programme to improve the quality of our city's schools and ensure every pound possible is spent on pupils continued throughout 2010/11.

Quality in Education (QEd) 2020 programme

QEd 2020 is about raising standards of achievement and attainment for all children and young people, improving the quality of the learning environment, and making the best use of human, physical and financial resources.

Schools in Swansea have put in some of their best ever exam performances over the last year. Statistics also show that children are benefiting from their time in class with more than 99% leaving school with qualifications and a significant reduction in NEETS.

2010/11 saw the opening of specially designed Early Years blocks at Llanrhidian, Pontarddulais and Waunarllydd Primary Schools, as part of the QEd 2020 programme. The Authority's successful programme of establishing inclusive provision within schools has also continued. Cefn Hengoed Comprehensive School in Bonymaen saw work starting on a £10m refurbishment scheme which includes works to improve the community facilities on site. The project, to be completed in Spring 2012, will see the creation of modern, bigger classrooms, flexible learning areas and modernised ICT facilities. Capital investment of almost £23m to provide new accommodation and facilities at Morriston Comprehensive was also accessed. In addition, Swansea Council announced spending of around £2.5m more on projects that range from a new catering suite at Gowerton School, to boiler house improvements at St Helen's and Portmead primary schools.

The Council continued to address the number of surplus places in our schools and spend targeted investment on school buildings which most needed it. A number of statutory proposals that were the subject of formal consultation were delivered, for example, the amalgamation of Graig Infants, Pentrepoeth Infants and Pentrepoeth Junior Schools will reduce the number of surplus English medium places in this area. It further provides the opportunity to expand the provision for Welsh medium education with the opening of Y.G.G Tan-y-lan in September 2011 on the former site of Graig Infant School. Other difficult decisions were also taken during 2010/11, such as the closure of Daniel James Community School, which was also influenced by a number of other issues, including concerns with pupil outcomes at Key Stage 3 (11 to 14 years) and 4 (14 to 16 years) and the school being placed in Special Measures following an Estyn inspection in 2010. Nevertheless, there remains a significant challenge to be addressed and the Authority will continue to press the case for accessing the necessary capital funding.

Culture & Tourism

Figures released in 2010/11 showed that Swansea Central Library was the best in Wales (and 6th busiest in the UK) when it came to the number of items issued. Staff at the Civic Centre attraction issued more than 590,000 books, CDs and DVDs from April 2009 to March 2010 and welcomed close to half a million people through its doors.

The Glynn Vivian Art Gallery is in need of redevelopment. The aim of the programme is to repair and conserve the fabric of the existing 1911 building, significantly enhance its setting, resolve issues related to physical access and to improve intellectual access to the collections. The Council managed to secure funding from the Welsh Government to add to the funds allocated by the Arts Council for Wales and Swansea Council to ensure that this project delivers a city art gallery with a regional remit. The upgrade follows a feasibility study and public consultation with local organisations.

Economy

The Swansea Bay Summer Festival organised by the City & County of Swansea and its partners returned in 2010/11 for the 11th year.

Some of the world's top cyclists came to Swansea in 2010/11 as the City hosted the finish of the only Welsh leg of British cycling's biggest and most prestigious international event, the annual Tour of Britain.

Plans were progressed in 2010/11 for a Boulevard along the Oystermouth Road corridor to help smooth traffic flow and to allow better connections for pedestrians and cyclists between the City Centre and the waterfront.

Plans to develop a business park at a former industrial site in Felindre were given a multi-million pound European funding boost by the Welsh Government.

Improvements were made to Swansea and Oystermouth Castles to preserve them for future generations and for residents and tourists alike.

Swansea Bay Summer Festival

Swansea Council organises the Swansea Bay Summer Festival events marketing campaign. This is primarily a day visitor marketing campaign which supports the overall tourism destination marketing plans with the objective of increasing visitor numbers. This umbrella marketing campaign showcases the diverse range of great events that take place in Swansea between May and September.

'Clyne in Bloom' was among the attractions that helped kick-off the Swansea Bay Festival. The event lasted throughout May and offered visitors the chance to see Clyne Park's award-winning Rhododendrons and Azaleas in all their magnificent splendour.

The LC Swansea Bay 5K fun run was an organised race run along Swansea's stunning coastline to Blackpill Lido. Mumbles Navy Days at Southend Gardens organised by Mumbles Community Council took place featuring daily children's entertainment, live music and an exhibition of boats. The Gower Walking Festival took place in June and the Gower Folk Festival was held at Parkmill's Gower Heritage Centre.

Escape in the Park also made its return to Singleton Park in June. The event has blossomed into the largest electronic music festival in Wales and again featured some of the world's best dance and music acts, including Judge Jules.

And then there was the Dickensian classic *Great Expectations* in the grounds of historic Oystermouth Castle. The South Wales Boat Show arrived in SA1's Prince of Wales dock in June. The event featured over 150 exhibitors and 200 vessels.

The Festival continued right throughout the Summer with even more events and exhibitions, including the BBC *Proms in the Park* held at Singleton Park.

Felindre Business Park

Plans to develop a business park at a former industrial site in Swansea were given a multi-million pound European funding boost by the Welsh Government.

The £11.7m investment will help regenerate the former Felindre steelworks site into a strategic business park capable of employing hundreds of people. The aim is to create an accessible and high quality environment for business with the capacity to attract investment to the region and create more job opportunities.

The funding was aimed at providing vital infrastructure works at the site to ensure that it is developed as a prime location for businesses, offering a high-quality centre for expansion projects and young companies with high growth potential

New Boulevard

2010/11 saw the start of a multi million pound project to regenerate the Oystermouth Road corridor from the Tawe river bridges to the LC. The project involves delivering an environmentally enhanced Boulevard with much smoother traffic flow achieved by altering traffic light sequencing and by reducing the number of vehicles turning onto Quay Parade, Victoria Road and Oystermouth Road. The Boulevard project intends to make the experiences of city motorists, pedestrians, cyclists and shoppers better than ever before with the installation of enhanced crossing points at key locations to allow easy access between the waterfront and the city centre shops. The Victoria Road underpass has been filled in and a new pedestrian crossing installed at the bottom of Wind Street to coincide with new traffic arrangements to serve the Maritime Quarter, Wind Street and The Strand.

The Boulevard project is part of a wider European funded programme of work to support City Centre regeneration and is also funded by money from the Welsh Government and Swansea Council. The programme includes other schemes to improve the cycleway and footpath between the Civic Centre and the former observatory building on the seafront, and completed work on the banks of the River Tawe. The appearance of the Lower Oxford Street retail area is to be improved, building on its reputation for independent trading. This will also include the installation of high-quality street paving, street furniture and signage on Singleton Street, Dilwyn Street, Westway, Plymouth Street and part of Oxford Street.

Professional Cycling's Annual Tour of Britain Championship

The third leg of cycling's annual Tour of Britain finished in the city in September 2010 when the Kingsway became the equivalent of the Champs Elysees in the Tour de France.

Some of the best cyclists on the planet have competed in the Tour of Britain in the past. Mark Cavendish and Andy Schleck are among those to have starred since the race was reintroduced in 2004.

Around 100 cyclists from 17 different teams took part in the event. Some of the world's top cyclists including Andre Greipel, Tony Martin and Olympic gold medal superstars Bradley Wiggins and Geraint Thomas also took part.

The third leg of the tour started in Newtown. The racers travelled through the north of Swansea before making their way to the city centre via Hafod and Dyfatty. The route then took in areas such as Orchard Street, St Helen's Road and Walter Road before the cyclists tackled a gruelling climb up Constitution Hill, the steepest street tackled by the racers in the history of the event. The sprint finish took place on the Kingsway where crowds gathered to cheer on the cyclists.

The Swansea leg was won by the Swiss Michael Albasini from the HTC-Highroad team, which is the team currently led by Mark Cavendish

Swansea Castle improvements

Swansea Castle, which first came to dominate the city 900 years ago, came into its own as an important landmark and destination as part of a project being led by Swansea Council and the Welsh Government.

The aim of the project was for Swansea Castle to become a prominent visitor destination which could help celebrate Welsh culture and language among tourists and the local community. It is also intended to be a foundation for future regeneration proposals for the Castle Street and Worcester Place areas by creating a 'Castle Quarter' as well as the potential for future commercial use of the ground floor rooms.

Thanks to grant funding of £165,000 from the Welsh Assembly and Cadw, work started in 2010/11. This saw debris from more recent developments removed to expose the medieval and later courtyard revealed in the trial excavations.

The grassed areas were tidied up to become more attractive and a lighting scheme has helped project the castle. Another important focus of the project was to unlock the castle's archaeological secrets and share them with the local community.

Oystermouth Castle Conservation and Improvement

This 12th Century Scheduled Ancient Monument and Grade 1 listed building is located in parkland setting on the boundary of Gower, an Area of Outstanding Natural Beauty and is a gateway site to the castles of Gower.

The castle requires major conservation, improved and increased access throughout the structure and grounds and in order to improve the visitor experience the development of a purpose built visitor facility.

The total project cost to conserve and improve the castle is £2,643,000. Funding was provided by a Heritage Lottery grant of £764k, a contribution from Cadw of £400k, Convergence funding of £585k and the council's own contribution of £557k. There was also an in-kind contribution from the Friends of Oystermouth Castle of £6k.

Phase 1 of the 4 year project commenced in September 2010. The Phase 1 works included the most urgent wall repairs, improvements to visitor access, upgraded public conveniences and improved visitor experiences such as the new visitor centre and high level walkway. The completion of phase 1 works and the partial re-opening of the castle was scheduled for Summer 2011.

Centre of Excellence for Coastal Tourism

Swansea was identified by Visit Wales as one of three Centres of Excellence for Coastal Tourism in Wales. The project aims to develop a vibrant coastline and further strengthen Swansea's reputation as a top quality waterfront tourist destination.

The scheme is funded by a Convergence grant of £1.083m, Welsh Government SRA grant of £320k, developers contribution towards replacement of Victoria toilets £150k and minor grants and contributions of £86k. The remaining contribution will be from the City & County of Swansea through revenue contributions and match funding in kind.

The project includes the development of a Watersports facility at St Helens and coastal environmental access improvements to aid access to the beach and sea; improvements to the slip way and visitor facilities at Knab Rock; refit of the Olga – One of eleven pilot cutters in the world and improvements to the Swansea Marina Pontoon. These will also be supported over a 4 year period.

In 2010-11 the Marina Pontoon improvements were completed, the Olga refit is partially complete and designs for the Watersports facility and Knab Rock improvements have been finalised.

Tourism

The Council's successful Spring and Autumn season marketing campaigns contributed significantly to the 4.1m visitors to the Swansea area in 2010.

As part of the Campaigns, almost 25,000 Swansea Bay Holiday Guides were distributed directly to potential visitors, on request, generating a return on investment of £57.27 for every £1 spent on marketing by the Tourism Team (56p higher than the previous year).

A further 26,000 Guides were distributed across Tourist Information Centres in the UK, and almost 13,000 via the Visit Wales Marketing Campaigns, which the Council's Tourism Team bought into, in partnership with other marketing areas across Wales.

The Campaigns include a mix of on and offline marketing activities, including media advertising, direct mail and online activity and aim to build relationships with existing customers, whilst attracting new. The Campaigns are supported by the official destination website for tourism, **visitswanseabay.com**, which attracted over 120,000 unique visitors in 2010.

The 4.1m visitors to Swansea in 2010 generated in excess of £317m to the local economy, supporting and sustaining approximately 5,500 jobs.

Health & Well-Being

The Council decided in October 2010 to consider alternative ways to provide adult social care services within the City & County of Swansea. The Council also decided during 2010/11 to undertake a review of the options available to the Council to introduce alternative ways to operate indoor leisure facilities. The Council agreed a new Health & Well-Being Strategy during 2010/11.

New Health Social Care & Well-being Strategy (HSCWB)

The Council adopted a new HSCWB Strategy in 2010/11. The HSCWB Strategies span a wide remit for action on improving health and reducing the risk of ill health, through to improving health and care services provided by Swansea Council, the NHS, the voluntary sector and the private sector.

The HSCWB Strategy describes the key issues affecting health and well-being in Swansea, the challenges in addressing these issues and the priorities for action that Swansea Council and the Local Health Board intend to progress with their partners.

Transforming Adult Social Services

Changes to Adult Social Services were set in train in 2010/11 to take account of population trends and the changing expectations of those who need support.

Current services can sometimes take on a 'one size fits all' approach instead of being tailored more towards individual needs and preferences, where everybody is clear what the service and the user is aiming to achieve.

Work on this was undertaken and options were developed and considered and an outline business case established that recommended a "preferred" option be developed further into a full business case.

The preferred option was some form of transfer into an organisation with primarily social objectives, i.e. in some form of Local Authority Trading Company (LATC).

The possible benefits of a LATC include a belief that it may be better at adapting to the fast changing environment within adult social care brought about by the need for services to be more personalised and tailored to meet people's increased expectations.

Work on developing the business case behind the preferred option has continued into 2011/12.

Leisure Management options

The Council decided during 2010/11 to undertake a review of the options available to the Council to introduce alternative ways to operate indoor leisure facilities, the Grand Theatre and some of the outdoor leisure facilities.

The current indoor leisure portfolio is currently operated in-house by the Council and includes Leisure Centres at Penlan, Penyrheol, Morriston, Cefn Hengoed, Bishopston and Pentrehafod. The outdoor leisure facilities include relevant sports pitches, the Ashleigh Road Golf Course and the Summer attractions at Mumbles Crazy Golf and adjacent to the Boating Lake at the bottom of Singleton Park.

In considering options, the project needed to take account of the uncertain prospects for public finance and the potential need to reduce financial support in future years. The aim of the review is to establish new and alternative management models that make efficiency savings while safeguarding and ensuring the longer term sustainability of these facilities. Work on the review has continued into 2011/12.

At the end of 2010/11 the running of Swansea Tennis Centre transferred from the council to Tennis Swansea 365 a 'not for profit' company dedicated to the provision of tennis in Swansea.

Healthy Cities

The World Health Organisation Healthy Cities Network has been in place since 1988. An application was submitted by the Authority and Abertawe Bro Morgannwg Health Board to join this network. In September 2010 the application was accepted and the City and County of Swansea is now a member of the Healthy Cities Network.

This is an important achievement as it provides a focus for partner organisations as part of the joint working arrangements. There will also be considerable opportunities to learn from other Cities who have successfully introduced schemes to improve the health of its citizens.

Resources

Swansea officially became Wales' first City of Sanctuary in 2010/11. The Council's Resources department was awarded the Rainbow Mark at the Lesbian, Gay, Bisexual and Transgender (LGBT)

City of Sanctuary

The city, which has a history of offering sanctuary to people who have fled from violence or persecution, was rewarded with the special national status as a City of Sanctuary in 2010/11 shared only with Sheffield in England.

The aim now is for groups, organisations, and public bodies to work together to help ensure skills and cultures of people seeking sanctuary are valued, included and contribute to life in local communities.

It is hoped to enable people seeking sanctuary to easily build relationships with local people as neighbours, friends and colleagues improving understanding and integration.

Swansea's City of Sanctuary initiative gathered the support of 105 local organisations including Swansea Council which is working with the local City of Sanctuary group on ways to achieve the aims.

Lesbian, Gay, Bisexual and Transgender (LGBT) Rainbow Mark

The Council's Resources department was awarded the Rainbow Mark at the Lesbian, Gay, Bisexual and Transgender (LGBT) Excellence Centre in Cardiff in September 2010.

The Rainbow Mark is an endorsed accreditation which indicates that the Resources department is operating in line with statutory requirements and is promoting best practise by engaging with the Lesbian, Gay, Bisexual and Transgender community thus supporting the Council's work to meet the requirements of the new Equality Act.

See Appendix A for information on how these improvements help meet the General Duty to Improve.

Chapter 3 – Working with Others during 2010/11

- 5. Swansea Council delivers much of its services in conjunction with others. The previous two chapters outline many examples of Swansea Council working with others during 2010/11 to deliver services.
- 5.1 This chapter looks at some further examples and focuses attention in particular upon collaborative working outlined within the Council's Outcome Agreement with the Welsh Government. The agreements last for 3 years (until 2012/13) but progress during the first year of the agreement (2010/11) is summarised below.

- **Community Activity Networks**

- 5.2 Swansea Council is collaborating with Community Partnerships, such as Clase Caemawr and Penlan Community Partnerships to provide a local framework, called 'Community Activity Networks' (CANS), for planning sports and physical activity services that utilises local facilities, products and sources of funding. The aim is to share information, resources and good practice in order to help improve physical activity within communities where the opportunities for physical activity and participation are lower. The decision to collaborate with others on CANS came in response to the Welsh Government's 'Creating an Active Wales' strategy to assist individuals and organisations to strengthen or further develop sport, physical activity and healthy lifestyle opportunities within their own communities or to address specific issues relevant to the communities circumstances. Our baseline evidence shows there are some significant inequalities of participation rates from one area of the city to another; the CAN's aimed to initiate local solutions to local problems which could have resulted in these inequalities. The Council and its partners made progress towards delivering the outcome by expanding the number of partner members of each CAN, increasing the number of venues where sport and physical activity can take place and increasing physical activity usage in each CAN.

- **Person Centred Dementia Care**

- 5.3 People living with dementia are amongst the most discriminated and misunderstood group of individuals who receive health and social care services. Since the mid 1990s, there has been a national and international movement to improve support and services for people living with dementia, under the banner of 'person centred dementia care'. This movement is now

underpinned by the Mental Capacity Act 2005, which supports the human rights and independence of all people with mental capacity issues. Swansea Council is collaborating with the Health Board, Alzheimer's Society, Swansea Carer's Centre, Age Concern Swansea, Swansea Care Homes and Care Commissioning Alliance and Swansea Network 50+ (citizen reference group) to respond and better promote the human rights of people living with dementia in terms of them being treated with dignity and respect and being able to express choice and control in their lives. Swansea Council and its partners made good progress towards delivering the outcome during 2010/11. This has been achieved through a range of multi agency service initiatives and events; development of a new and pioneering higher dependency residential unit as Ty Waunarlwydd Care Home; a raft of related training opportunities being delivered and commissioned; introduction of a respite flat and an Adult Placement service; establishment of a high level multi agency group; co-location of Social Services and Health Board assessment and care management teams.

- **Beyond Bricks and Mortar**

- 5.4 Swansea experiences a lower economic activity rate than the rest of Wales and the UK and has a number of communities experiencing high unemployment. The Swansea economy has a higher proportion of jobs located within the public sector; further spending reductions are likely to take place meaning that the public sector is expected to shrink; cities like Swansea that are reliant upon public sector employment are particularly vulnerable. Swansea has also seen and experienced a large amount of physical regeneration over the last few years with improvements being made to the physical fabric of the city centre and other regeneration areas. This prompted Swansea Council to collaborate with the Economic Regeneration Partnership and Local Service Board, which includes employers and other agencies such as Job Centre Plus, to promote the use of social benefit clauses in public sector contracts creating opportunities for employment and training for the economically inactive and long term unemployed. Swansea Council and its partners made good progress towards delivering the outcome during 2010/11, particularly increasing the number of projects that contain social benefit clauses and positive feedback obtained from employers and participants.

- **Flying Start**

- 5.5 Flying Start is a national early intervention and prevention programme aimed at children in the early years helping to promote positive development. Swansea Council is collaborating with Health partners, including Health Visitors and Speech and Language and Midwifery services, schools, Child & Family Services and the voluntary sector, such as Barnardos, to a

offer menu of services that include additional health visiting, parenting programmes, and basic skills programmes including language, speech and play development. The centrepiece is free quality part time childcare for all 2 year olds 2.5 hours a day, 5 days a week 42 weeks of the year. The Council has made good progress towards the outcome particularly through completing all capital works to re-model existing buildings and building new settings for Flying Start on time and to specification in order to provide fit for purpose Flying Start accommodation that is compliant with the standards set by the Care and Social Services Inspectorate for Wales (CSSIW). Management and governance arrangements for the relevant Flying Start settings were also established on time and in line with the procurement process and the required specifications in order to determine which organisation will be responsible for day to day management of the service. Success is also demonstrated through setting up parenting groups and increasing referrals to Flying Start.

- **Workways**

- 5.6 Economic inactivity and social exclusion are major problems across South West Wales. Swansea Council is collaborating with three other local authorities – Neath & Port Talbot, Pembrokeshire and Carmarthenshire – to provide support using outreach services bespoke to local and individual needs in order to engage with economically inactive and long term unemployed individuals to help them back into employment. The Council and its partners have made good progress towards the outcome and have managed to secure temporary employment for a large number of participants. A number of events were organised and promotional material issued to raise awareness of the Workways scheme, particularly amongst employers. There were high satisfaction results from participating employers who felt that the Workways scheme had contributed positively to their organisation and a large majority of individuals exiting the scheme stating that it had made a positive difference to their employment prospects.

- **Reducing the Fear of Crime**

- 5.7 The Safer Swansea Partnership has been united in its fight against crime and disorder for many years and with great success. Wales's second largest city is celebrating a reduction in overall crime of 37%. It has seen significant reductions in most crime categories, including violence, vehicle crime and youth crime. The Council in collaboration with other members of the Safer Swansea Partnership, including Police, Fire and Rescue, Health and Probation services is working to reduce the fear of crime within communities and the city centre. Good progress is being made by the Council and its partners delivering the outcome, including an effective process for dealing with anti-social behaviour and efforts to reassure victims of crime and

users of the night time economy in the city centre. This has led to a large percentage of people surveyed feeling safe within their communities and the city centre, although survey results show that improvements need to continue to be made to help people feel safe in the city centre during the night time.

- **Waste Management**

- 5.8 Local authorities in Wales are facing significant legislative and policy measures including the Landfill Allowance Scheme (LAS), Landfill Tax and the imposition of recycling and composting targets. The Council is working in collaboration with four other local authorities – Bridgend, Neath and Port Talbot, Pembrokeshire and Carmarthenshire – and the Welsh Government to procure capacities for sustainably treating source segregated food waste using Anaerobic Digestion to help meet targets of which Swansea is the lead Authority. Good progress is being made by the Council and its partners delivering the outcome. Work being undertaken on the regional project to procure a solution to treat segregated food waste has successfully met all milestones to identify the Most Economically Advantageous Tender, which best meets the requirements for the project. A large amount of effort has gone into successfully introducing new alternate collection rounds and the associated additional opportunities to recycle materials and reduce waste going to landfill. The evidence also illustrates the large amount of work that has gone into preparing people for the changes and promoting / helping them through the changes. Success is demonstrated by increasing recycling from the baseline 37.5% to 40.47% in 2010-11. Feedback from citizen surveys also demonstrates an increase in people reporting that they are recycling, that they are recycling more and that there is a high degree of satisfaction with the service.

- **Water Quality and Biodiversity**

- 5.9 The Council is collaborating with Aberystwyth University, University College Dublin, the Irish Environmental Protection Agency (EPA), Wicklow Council, the Environment Agency and Dwr Cymru to undertake extensive fieldwork as part of an Interreg funded 3 year project (EU Irish/Welsh fund) so that the UK Government can agree a water quality compliance methodology appropriate to Swansea. Under the Natural Environment and Rural Communities Act 2006 all public bodies now have a statutory duty to conserve and enhance biodiversity. The Council is working with some 33 agencies through the Swansea Biodiversity Partnership to increase awareness of the importance of biodiversity, promote involvement from all sectors in maintaining and enhancing it as well as improving the opportunities for people to enjoy and appreciate the natural environment. Good progress has been made on the bathing water project between City & County of Swansea, Aberystwyth

University and Environment Agency in undertaking a detailed audit of all current data from all partners and in producing a detailed programme of all fieldwork. In particular the black box sampling programme and logistics has produced information of stream flows, risks and hazards and sampling sites which will be used as a valuable source going forward into the following years. This work forms the basis of undertaking extensive sampling during the summer months of 2011 in which staff will be working towards the 1st phase of the extensive field studies identified in the Outcome Agreement.

- **Oystermouth Castle**

- 5.10 Oystermouth Castle is designated as a Scheduled Ancient Monument (and a Grade 1 listed building on the Cadw register of ancient monuments and historic buildings). Oystermouth Castle is also included in the Royal Commission on the Ancient and Historical Monuments of Wales. Built in the late 12th Century, Oystermouth Castle has had buildings added in the 13th and 14th centuries. The castle is located in parkland setting on the boundary of Gower, an Area of Outstanding Natural Beauty and is a gateway site to the castles of Gower. The historical and cultural significance of the castle saw the Council collaborating with Friends of Oystermouth Castle, the Heritage Lottery Fund, CADW and the contractors WRW Ltd. to protect and conserve the castle as well as making safety and physical access improvements. The project will also improve the castle as a visitor attraction by adding an interpretation facility (Alina's Chapel) improving the intellectual access (opportunities to be educated and informed about the castle) to this valued iconic site. Good progress has been made on the first phase conservation and improvement works and on recruiting and training volunteers from the 'Friends of Oystermouth Castle' to impart information to visitors and to act as tourism ambassadors.

- **Welsh Purchasing Consortium**

- 5.11 The Council is collaborating with fifteen other Welsh Council's through the Welsh Purchasing Consortium in order to maximise value for money and efficiency savings through improved procurement, making the best use of resources, contracts, collaboration, and supplier relationship management. The Council has made good progress towards this outcome. Success is demonstrated by the achievement of £154,711 savings during 2010/11, the development of consistent procedures for use across the WPC (and associated training) and the bundling of contracts using category management techniques in order to achieve efficiencies.

Chapter 4 – Processes to Discharge the General Duty to Improve: Performance Information and its use.

6. The Council collects and uses a range of performance information to help monitor and report on the delivery of services to the public. Such performance information is used by the Council to help inform executive decisions on resource allocation and, where relevant, put in place corrective actions to manage and improve performance and efficiency in delivering national and local priorities. These are the processes that the Council undertakes to discharge the General Duty to Improve (See Appendix A) to deliver the improvements outlined in chapters 1 and 2.

▪ Performance Indicators

- 6.1 There is a national Performance Improvement Framework in place within Wales. The Welsh Government requires Council's in Wales to collect, monitor and report on National Strategic Indicators (NSIs). The NSIs allow authorities to quantify and report their contribution to major all-Wales policy objectives. In 2010/11, the Welsh Government's NSIs required Council's in Wales to report performance around Social Care, Education, Environment and Transport and Leisure and Culture.
- 6.2 While Welsh Ministers will have an interest in setting performance measures that contribute to all-Wales policy objectives these are unlikely to be sufficient to provide a comprehensive, balanced and comparable picture of an authority's performance and its likelihood to improve. Locally, Councils in 2010/11 collected "Core Set" indicators and shared these nationally for comparative purposes. However, Council's were free to choose how they used this data. There was no requirement or expectation to publish data, or to report data for them all to corporate management or Members.
- 6.3 At a local level, the framework is completed by the use of appropriate local performance indicators and the routine use of a range of management information.
- 6.4 Swansea Council had in 2010/11 a corporate level "Division 1" suite of performance indicators made up of NSIs, some Core Set indicators and local indicators. The Division 1 suite was monitored and reported on a quarterly and annual basis at Corporate Management Team and also to Members and the public through Cabinet and the Council's Scrutiny Boards. The information was used to help inform executive decisions on resource allocation and, where relevant, to look at underlying

issues and put in place corrective actions to manage and improve performance and efficiency in delivering national and local priorities.

- 6.5 The results from the NSIs were also reported to the Welsh Government and the Core Set indicators to the Wales Data Unit where they were published for national comparative purposes. The Council made national comparisons in relation to the NSIs and Core Set measures and this information was shared with Corporate Management Team and Heads of Service. Some of the “Division 1” indicators were used in 2010/11 within the Improvement Plan to help evidence achievement of the Council’s priorities for improvement, or “Improvement Objectives”. The 2010/11 results from these Improvement Objective measures and other national measures were audited on behalf of the Wales Audit Office to determine accuracy and compliance with requirements.
- 6.6 As well as there being corporate level arrangements, individual Council departments use the national and local performance measures to help manage their services and report progress to interested parties. For example, Child & Family Services regularly monitor and report performance on a number of key indicators and this is also subject to scrutiny by the Child & Family Overview and Scrutiny Board.

- **Swansea Voices and other consultation**

- 6.7 The Council consults and engages with local residents, customers and other stakeholders within the City & County of Swansea to understand their opinions and views. Swansea Voices Citizens' Panel consists of a representative sample of 1,250 residents who are regularly consulted by the Council about its services and local issues.
- 6.8 The Panel provides an opportunity for people to air their views and to have an input into Council service planning and delivery.
- 6.9 The responses the Council receives are considered to be a good reflection of the views of the population as a whole. Feedback from the Panel is therefore taken very seriously by the Council and a regular newsletter is sent to Panellists providing feedback on the latest survey results and how they have been used. All survey responses are reported to the relevant Council Departments in aggregated form so no individual Panel Members are identified in the results.

- 6.10 The Council also uses Swansea Voices to consult with the citizens of Swansea when it's deciding what the improvement and budget priorities are. The views of citizens form an important part of the Council process for deciding what it needs to improve and what needs to be done to improve it.
- 6.11 Consultations with Swansea Voices in 2010/11 covered neighbourhoods, safety and security, about the Council, the Boulevard, economic development, Overview and Scrutiny topics, experiences applying for Council / Housing Tax Benefit, the Local Development Plan, Road Safety Education, City Centre Tourist Information Centre, shopping patterns, parks and open spaces, budget priorities, Improvement Objectives for 2011/12 and perceived service success during 2010/11.
- 6.12 In addition to Swansea Voices, the Council regularly conducts surveys and also consults and engages on service delivery and priorities with its partners, elected Members, staff, community and voluntary groups and business representatives. The Council regularly engages with groups such as the 50+ Network, Swansea Business Forum, Tenants Consultative Panel and Intergenerational Forum among others to consult on service planning and delivery.
- 6.13 The Council is also engaging more and more with citizens and service users as partners in service delivery (sometimes called "co-production") whether it is working with families to help them to support their children in school, or adopting a person centred approach to dementia care or the Youth Service helping young people fulfil their potential as empowered individuals and as members of groups and communities.
- 6.14 The Council consulted with Swansea Voices and other consultative forums, such as the Intergenerational Forum, on its proposed Improvement Objectives for 2011/12. The responses were considered and a suggestion that street scene services are incorporated within the Improvement Objectives was dealt with through seeking to reduce fly tipping, which is part of street scene services. The Improvement Objective around training and work placements was broadened to show how this links to the wider regeneration programme for Swansea.

▪ **Overview and Scrutiny**

- 6.15 The main aim of Overview & Scrutiny is to act as a 'critical friend' to the Cabinet and other decision makers in order to promote better services, policies and decisions. Working in a similar way to parliamentary select committees, Overview & Scrutiny involves Councillors who are not in the Cabinet.

- 6.16 Overview & Scrutiny makes a difference by ensuring that local decision making is better, that local services are improved and that local democracy is strengthened. The work of the Boards includes talking to the public, gathering evidence from relevant organisations and conducting research. For in depth pieces of work the boards will produce reports and make recommendations.
- 6.17 Each of the Overview and Scrutiny Boards includes 11 Councillors and has a chair and a vice chair. Meetings usually take place every 4 weeks and the Boards also do some of their work in Task and Finish Groups and by undertaking visits to examine services.
- 6.18 The Overview and Scrutiny Committees are made up of 19 Councillors and they meet every 8 weeks.
- 6.19 During 2010/11 the Overview and Scrutiny Boards completed a number of reviews and published reports as outlined below:

Child and Family Services

[Review of Corporate Parenting](#)

[Review of the eligibility criteria for services to disabled children](#)

Children, Young People and Learning

[Review of Literacy](#)

Environment and Communities

[Review of Waste Minimisation, Recycling and Composting](#)

[Waste Minimisation, Recycling and Composting Findings Report](#)

Performance and Finance

[Review of Shared Services](#)

[Shared Services Findings Report](#)

[The Development of Medium Term Financial Planning](#)

- 6.20 Recommendations from the reports produced by Overview and Scrutiny are considered and, where appropriate, agreed by Cabinet. The relevant Overview and Scrutiny Board undertake follow-up reviews to track progress implementing their recommendations that have been agreed by Cabinet. More information on the Scrutiny reviews that took place during 2010/11 can be found in Chapter 5.

▪ **Strategic Programme**

- 6.21 The Strategic Programme Board is the highest decision making body (with regards to Programmes & Projects) within the City & County of Swansea.
- 6.22 Strategic Programme Board (SPB) meet on the last Wednesday of every month to review the progress on each key Programme/Project within the Council.
- 6.23 The key Programme/Projects are labelled as the Council's Strategic Programme and are decided on yearly at a policy conference. Here they have the responsibility to ensure these key Programmes/Projects are aligned to the Council's overall strategy, ensuring delivery of the overriding aims and objectives identified within the Community Plan and Corporate Improvement Plan.
- 6.24 The SPB uses the information it receives to support and provide direction to the Strategic Programme Manager to ensure delivery of the Strategic Programme. The Board monitors and manages risk and aims to resolve issues relating to specific projects. There is also regular assessment of the Strategic Programme to ensure it is delivering the most value and, where necessary, to make adjustments or re-direct resources.

▪ **Business Plans**

- 6.25 The Council introduced a new Business Planning process during 2010/11. The business planning process is about ensuring that the Council's plans are designed and developed in an informed fashion, taking account of the internal and external environment. Business planning helps the Council use information to evaluate what it does and whether it should be doing the same things in the same way or if a different approach is more useful. The Business Plans are completed every 4 years and are reviewed annually.

- **Risk**

- 6.26 Councils are increasingly involved in dealing with uncertainty and managing major change. At the same time Councils are under increasing pressure to deliver better services in new and innovative ways, sometimes through partnership working. All of this attracts risk which needs to be managed and controlled effectively if Councils are to achieve the desired outcomes.
- 6.27 The Council manages risk to identify and control the exposure to risk which may have an impact on the achievement of the City & County of Swansea's business and improvement objectives.
- 6.28 Risks are managed within individual projects by Project Managers and their Project Boards and risks relating to the Council's Strategic Programme are managed through the Council's Strategic Programme Board. Heads of Service identify risks through their Business Plans and arrangements are in place to manage those risks. Individual departments manage their risks through their Directors Management Teams and the Council's Corporate Management Team is responsible for corporate risk management.

Chapter 5 – Overview & Scrutiny Board Reviews in 2010/11

7. During 2010/11 the Overview and Scrutiny Boards completed a number of reviews and published reports. The outcome from the reviews is summarised below grouped under the themes identified within Swansea's Community Strategy and Improvement Plan.

Children and Young People

7.1 The Building Blocks to Improving Literacy in Swansea – March 2011

The review focused on what can be done to improve literacy of all children and young people within Swansea – looking to ensure that they leave full time education with at least functional literacy.

7.2 Other Local Authorities

Five Welsh Authorities including Cardiff, Neath Port Talbot, Carmarthenshire, Wrexham and Rhondda-Cynon-Taff were contacted. They were asked whether they had an overall literacy policy or whether schools have their own separate policies or indeed both. After reading through all of these policies the following commonalities were found: the successful development of language, literacy and communication will allow each child to participate and respond to demands in society; children progress with language, literacy and communication through a continuum of learning; reading, writing and oracy are interrelated; the encouragement of children learning collaboratively; parents are encouraged to get involved with their child's learning; literacy is cross-curricular - it should not be confined to just one particular area of learning; children will use a wide variety of communication/methods such as ICT to develop their literacy; oracy is an essential part of all learning process. Children are encouraged to express themselves effectively and appropriately; children are provided with a wide range of reading material; the encouragement of reading for personal enjoyment; to ensure effective use of vocabulary and style particularly grammar, spelling and punctuation; to develop legible and fluent style of handwriting.

- 7.3 The conclusions and recommendations from the review were around the development of a broader strategy for literacy that would target areas of underperformance and greatest need. It would involve partnerships between parents, carers, families, teaching staff and governing bodies. The Board also recommended that a letter is sent to the Welsh Government to encourage them to demonstrate that literacy is a priority across Wales by making sustainable long term funding available for

local authorities and schools to specifically improve reading, writing and oracy skills across Wales. The report was approved by Cabinet in June and action plan is being developed.

7.4 Care to Help? – Review of the Role of Councillors as Corporate Parents – November 2010

The Child and Family Services Overview & Scrutiny Board conducted a review to explore what ‘Corporate Parenting’ should mean for a Councillor and identify ways of discharging this responsibility to improve the life chances of vulnerable children.

7.5 Other Local Authorities

The Board considered examples of good practice from English and Welsh local authorities. Welsh local authorities included Newport, Denbighshire and Carmarthenshire. For example, Denbighshire established an elected Member’s forum in May 2007 and initiated the development of school governors as Corporate Parents. In Carmarthenshire elected Members of the Council have undertaken children’s home visits, asked questions and helped to influence policy. In Newport, Council Members visited Children’s homes to see the support given to looked after children and discuss the challenges of working within such an environment. Following the visit to children’s homes, Members discussed ways in which elected Members could discharge their responsibilities as Corporate Parents.

7.6 The Board recommended that key Corporate Parenting responsibilities are included in the role descriptions for Councillors, nomination and induction packs as well as offering training and a guide to Corporate Parenting. Performance information relating to looked after children is regularly given to Councillors. It also recommended a revision of the Terms of Reference for the Corporate Parenting Forum to give more focus on embedding the Corporate Parenting agenda across the Council by scrutinising and monitoring performance improvement. Cabinet and Council approved the report in March this year and an action plan is being drawn up to progress the recommendations.

7.7 Eligibility criteria for services to disabled children – June 2010

The aim of the review was to investigate the eligibility criteria used to assess disabled children and their carers for services used by Swansea Social Services. After considering a wide range of evidence from within the Council and partner organisations, it was concluded that there were weaknesses in understanding and communicating the eligibility criteria and in strategic leadership on issues relating to disability.

7.8 Other Local Authorities

As part of the review on the eligibility criteria that is used by Child & Family Services to assess whether disabled children, their parents and carers qualify for a service, a number of local authorities were contacted for their eligibility criteria. Responses were received from a number of English and Welsh Councils. The Welsh Councils were Newport, Cardiff, Vale of Glamorgan, Blaenau Gwent, Caerphilly, Neath and Port Talbot, Powys and Torfaen. Members met with the manager of the Child Disability Team (CDT) in Newport. Newport was identified as an authority of good practice with regards to widening access to services for children with disabilities. Newport has developed good web pages for disabled children and their parents. Newport produces a quarterly newsletter which is sent to all children on the Disability Index to keep children and parents informed about services and it was also used as a tool to consult. Newport City Council provides a leisure card to families who register on the Disability Index, which could have a positive impact on the number of referrals and drive down the need for intervention by a Social Worker.

- 7.9 The Board made a series of recommendations aimed at improving the criteria and for widening access to services. It was recommended that a new set of eligibility criteria be developed in consultation and with the assistance of the Council for Disabled Children and this revised criteria is communicated in an open and transparent way to parents, making use of the good practice demonstrated by Newport City Council. The report was noted by Cabinet in July 2010 and six of the recommendations that were approved are being progressed

Environment

7.10 Waste not, want not: Review of Waste Minimisation, recycling and composting in the City & county of Swansea

The review sought answers to the question 'Will the Council achieve the waste minimisation, recycling and composting targets set out by the Welsh Government in its national Waste Strategy *Towards Zero Waste?*' The Board looked at the effectiveness of the waste minimisation, recycling and composting initiatives and how we encourage households to send less waste to landfill.

7.11 Other Local Authorities

The Board considered a summary of research from high performing and top 10 most improved local authorities. The research showed that there is a mix of approaches taken by high performing local authorities but there are also some key

things in common and the following areas of interest have been identified. For example, 8 out of 10 of the most improved local authorities have recently changed to alternate weekly collections; all of the local authorities with the top ten household recycling and composting rates have also changed to alternate weekly collections; 8 out of 10 of the most improved local authorities collect food waste as part of their kerb side collections and 8 out of 10 of the highest performing authorities also collect food waste. Additional services offered by local authorities to encourage recycling and re-use include: incentive schemes to encourage the use of real nappies, discounted home composting bins, food digesters and wormeries, clothing swap events.

- 7.12 The recommendations put to Cabinet were aimed at communicating the services provided to encourage more participation in recycling. This could be through making recycling bags and receptacle more accessible and utilising projects such as SCRAP (furniture refurbishment). The Board also recommended gathering further information on participation or non-participation and the underlying reasons for non-participation. Raising awareness with local schools, University, colleges and other organisations was also put forward as a means of improving performance. Cabinet approved the report in June 2011 and work will be undertaken to progress the recommendations.

Health, Social Care and Wellbeing

7.13 Community Alarm Service & Telecare – July 2010

The Community Alarm and Telecare Services provide 24 hour rapid response alarm systems to older, disabled and other vulnerable people for use in their own homes. It helps them to maintain some independence with the knowledge that help is there should they need it. The aim of the review was to consider the Community Alarm and Telecare services could be safely maintained and to examine options to ensure future sustainability.

7.14 Other Local Authorities

The Board considered examples of practice found on websites from English and Welsh local authorities. Welsh local authorities included Pembrokeshire, Carmarthenshire, Bridgend, Rhondda Cynon Taff, Powys, Cardiff, Wrexham, Ceredigion, Gwynedd, and Caerphilly. The review of practice found that although most Authorities in the UK have Community Alarm services, responsibility for operating them can lie with various Local Authority Departments, such as Social Services, Supporting People or Housing, or with other voluntary sector organisations such as Age Concern. All those

viewed however, did charge for Community Alarm services, and had a variety of arrangements in place for collecting the money, e.g. people can pay annually, quarterly, or weekly, and peoples' financial circumstances are assessed for ability to pay. Reduced rates and grants to help with payment were available in most areas

- 7.15 The Board found that the current financial position is unsustainable and their recommendations included that a financial contribution for the cost of the service from Abertawe Bro Morgannwg University is sought and to investigate whether there is a more cost effective alternative e.g. digital technology with Swansea University, which would safely maintain older or disabled people in their homes. Cabinet approved the majority of the recommendations in October 2010 and gave reasons where recommendations were not accepted.

Resources

7.16 What is the best way to deliver savings and improvements through shared services?– April 2010

A review by the Performance & Finance Overview and Scrutiny Board in April 2010 sought to answer the question 'What is the best way to deliver savings and improvements through shared services?'

7.17 Other Local Authorities

Dorothy Edwards Bridgend Joint Locality Director and Susan Cooper, Head of Adult Service, came to the task and finish group to give a presentation on development of integrated services in Bridgend. The main points from the presentation included: a) Relationships and trust need to be built at the start before the programme takes off; b) The national climate is pushing for change but it is not specific on how it changes – area of local determinisation; c) Service outcomes needed to be improved – this was one of the main drivers of Bridgend's programme; d) More about the needs of patients than on money; e) you don't need to join up on everything; if you look at your outcomes and see where you overlap and just join up those things.

- 7.18 The Board came to a number of conclusions including; being clear about what a shared service project is; focusing attention on those projects with the highest chance of success; investing strategically in relationships with project partners; being clear about the costs and benefits for each partner at the start; getting the governance right; ensuring that project and programme

planning is robust, and; ensuring that corporate monitoring and evaluation mechanisms are in place. The Board made a number of recommendations, which are contained within the report.

7.19 The Development of Medium Term Financial Planning – November 2010

A review by the Performance & Finance Overview and Scrutiny Board in November 2010 sought to assist with the ongoing development of the Medium Term Financial Plan (MTFP) for the City and County of Swansea among other objectives.

7.20 Other Local Authorities

Vanessa Phillips of the Welsh Local Government Association gave a presentation on financial context & experiences of other local authorities to a Task & Finish Group meeting. The whole area of benchmarking is difficult and it was impossible to find examples of good practice.

- 7.21 The Board concluded that an in-depth process of prioritisation linked closely to corporate planning processes, including broad consultation on options and wide stakeholder involvement, was suggested as good practice by the WLGA and was felt to be a fairer approach than simply reducing budgets across the board. It was found that in recent years, Swansea Council had moved away from simply reducing budgets across the board. The Board made other conclusions and recommended that Cabinet; considers the conclusions and proposals in this report as part of the ongoing budget process; uses the model of prioritisation as a basis for future budget decisions, and engagement with Councillors, Trade Unions, the public and other stakeholders. Cabinet considered and agreed the recommendations in March 2011.

- 7.22 Further details and the full Overview & Scrutiny Reports can be viewed on:
<http://www.swansea.gov.uk/index.cfm?articleid=38510>

Chapter 6 – City & County Swansea Response to the Statutory Recommendation made in the Auditor General Wales Annual Improvement Report 2010

8. In recent years, the City & County of Swansea has restructured the Planning service. The service has embarked on a programme of improvement. Good progress has been made.
- 8.1 A recommendation from previous reviews had been to improve decision making by rationalising the committee arrangements from two area committees (in which all 72 members participate) to a single elite decision making body of a smaller number of highly trained members focusing on major and controversial planning applications.
- 8.2 In April 2010 the Council increased the number of Area Planning Committees from two to four – initially on a six-month trial basis. This formed part of a wider package of measures to change committee structures across the Council. All Councillors continued to be involved in planning through these new area committees.
- 8.3 The Wales Audit Office (WAO) undertook a review of the Council's arrangements for its planning committees in November 2010. The review concluded that the Council's decision to increase the number of planning committees did not represent an efficient and proper use of resources. The WAO recommendations can be summarised as follows:
 1. Monitor the usefulness and cost effectiveness of the new committee arrangements.
 2. Establish a clear direction for the day-to-day delivery and longer term improvement of the planning service.
 3. Develop more constructive working relationships between Councillors and officers.
 4. Improve the cost effectiveness of the service.
 5. Improve governance.
- 8.4 Consideration of the WAO recommendations was given by the Council.
- 8.4.1 Council resolved that:
 - a) The 4 Area Planning Committees be replaced with 2 Area Development Control Committees;

- b) The Planning and Petitions Committee be Chaired on a rota basis thereby reducing the need for a Special Responsibility Allowance for the Chair of the Planning and Petitions Committee which therefore will no longer be paid;
- c) The 2 new Area Development Control Committees to meet on a 4 weekly cycle on a Tuesday afternoon;
- d) The Planning Services Members Task Group (PSMTG) be charged with reviewing the Wales Audit Office report in accordance with its work programme; Speaking Rights at planning committee meetings continue pending a full review;
- e) The WAO is informed of the interim response by the Council to its report.
- f) The suggestions relating to site visits are referred back to the Constitution Working Group in order to obtain further clarity.

8.5 ACTIONS SUBSEQUENT TO THE RESPONSE TO THE WAO OF FEBRUARY 2011

8.5.1 The Planning Services Member Task Group

The PSMTG has continued with its work of considering the findings of the WAO. It has met twice since the February report on progress.

- 8.5.2 The April 14th 2011 meeting of the PSMTG considered a presentation by the Director of Regeneration & Housing on his goals and objectives for the Service, the need for Members to be involved in the Planning Process and the implications of the WAO Report, together with the overarching context of the national and local economy and the Council's financial constraints. A report was also made on the potential for bench marking with other Council's, and a work programme was discussed and agreed.
- 8.5.3 The June 13th 2011 meeting of the PSMTG considered a draft Member Questionnaire on the WAO Report's recommendations and their views on the Service. A report on bench marking was also tabled and consideration was given to a report on out-of-hours working by enforcement officers. The Group's Work Programme was reviewed.

8.5.4 The Planning Committee

The Planning Committee of 21st July 2011 received a presentation from the Director of Regeneration & Housing previously given to the April 14th 2011 meeting of the PSMTG, and a report on the draft Members' Questionnaire was discussed. The presentation was noted, and the Questionnaire deferred pending a motion being put to Council about the Committee structure and numbers of Committees.

8.5.5 The Council

The Council meeting of February 28th 2011 considered the appropriate number of Planning Committees and confirmed its decision of February 3rd that two Area Committees and one Planning Committee would be adopted.

8.5.6 The council meeting of May 16th 2011 amended the Constitution including the creation of a Petitions Committee being established to consider non-planning related petitions. This effectively restored the role of the Planning committee to planning related issues.

8.5.7 The Council meeting of August 4th 2011 considered a motion concerning the WAO report and the number of Planning Committees, and reaffirmed its decision of February concerning Committee structure.

8.6 FUTURE ACTIONS

The next meeting of the PSMTG (to be held on the 8th September 2011 at the time of writing) will consider the resolution of Council and its implications for the Member questionnaire, its proposed bench marking exercise and its work programme. Additionally, it will receive and consider a draft Enforcement Charter for referral to Planning Committee for adoption.

8.6.1 The PSMTG, Planning Committee and Council will continue to consider the WAO's recommendations with a view to forwarding a full response in due course.

Appendix A – The General Duty to Improve

9. The Council is subjected at an audit every year to test how sufficient its arrangements to secure improvement are. The processes that the Council goes through to Discharge the General Duty to Improve can be found in Chapter 4.
- 9.1 The audit in 2010/11 found that some arrangements are positively supporting improvement and there is stable leadership but there are also some governance problems and flaws in some business arrangements.
- 9.2 The audit report identified a number of areas for improvement and also noted some areas where further work needed to be undertaken. The Council sought to address these matters and progress identified by the auditors is summarised below:
 - The Council has implemented a new business planning approach which has improved the integration between service, financial and workforce plans.
 - Good progress has been made in developing arrangements to strengthen accountability for elected Member behaviour.
 - The Council has clarified its ICT decision-making structures.
 - The Council has developed a clear strategic vision for Human Resources (HR) and is developing a formal documented HR Strategy.
- 9.3 Further information about the auditor's findings will be made available in the Annual Improvement Report 2011/12 on Swansea Council by the Auditor General Wales.
- 9.4 The Council has a duty to put arrangements in place to secure continuous improvement. In discharging this duty, the Council must have regard to:
 1. Making progress towards community objectives.
 2. Improving the quality of services.
 3. Improving the availability of services.
 4. Improving fairness.
 5. Contributing to the sustainable development of an area.

6. Improving the efficiency of services and functions.
7. Innovation and change which contributes to improvement.

9.5 All of the Council's improvement activity and the Council's priorities for improvement (Improvement Objectives) will deliver one or more of these aspects. This is detailed below.

Improvement Activity	Progress towards Community Objectives	Improving service Quality	Improving service availability	Fairness	Contributing to the sustainable development of an area	Improving Efficiency	Innovation or Change
Real Nappies	✓		✓		✓		✓
Collecting Bulky Waste	✓			✓	✓	✓	✓
Green Champions	✓				✓		✓
Recycling Promotional Campaign	✓		✓		✓		✓
Corporate Building Services Green Dragon Award	✓				✓	✓	✓
Improvements to Rights of Way	✓	✓	✓	✓	✓		
Biodiversity	✓				✓		
Gower Coast Path	✓	✓	✓	✓	✓		
Green / Blue Flags and Green Coast Awards	✓	✓	✓	✓	✓		
Parks and Open Spaces	✓	✓	✓	✓	✓		✓
Play Bus and Youth Express	✓	✓	✓	✓	✓		✓
Foster Carer Recruitment	✓	✓	✓	✓	✓		✓

Improvement Activity	Progress towards Community Objectives	Improving service Quality	Improving service availability	Fairness	Contributing to the sustainable development of an area	Improving Efficiency	Innovation or Change
Youth Offending	✓	✓	✓	✓	✓	✓	✓
QEd 2020 programme	✓	✓	✓	✓	✓	✓	✓
Library usage and Glynn Vivian redevelopment	✓	✓	✓	✓	✓		✓
Swansea Bay Summer Festival	✓	✓	✓	✓	✓		✓
Felindre Business Park	✓		✓		✓		✓
Boulevard	✓			✓	✓		✓
Cycling Tour of Britain					✓		
Swansea Castle Improvements	✓	✓	✓	✓	✓		✓
Oystermouth Castle conservation	✓	✓	✓	✓	✓		✓
Centre of Excellence for Coastal Tourism	✓	✓	✓	✓	✓		✓
Tourism	✓	✓	✓	✓	✓		✓
Health, Social Care and Well-Being Strategy	✓	✓	✓	✓	✓	✓	✓
Transforming Adult Social Services	✓	✓	✓	✓	✓	✓	✓
Leisure Management Options	✓	✓	✓	✓	✓	✓	✓
Healthy Cities	✓	✓	✓	✓	✓	✓	✓

Improvement Activity	Progress towards Community Objectives	Improving service Quality	Improving service availability	Fairness	Contributing to the sustainable development of an area	Improving Efficiency	Innovation or Change
City of Sanctuary	✓	✓	✓	✓	✓		✓
Lesbian, Gay, Bisexual and Transgender Rainbow Mark	✓	✓	✓	✓	✓		✓

Improvement Objective	Progress towards Community Objectives	Improving service Quality	Improving service availability	Fairness	Contributing to the sustainable development of an area	Improving Efficiency	Innovation or Change
Improvement Objective 1 – Improve services for children and young people, maximise well-being, raise standards of attainment and achievement and ensure they are safe so that the City & County provides excellent education opportunities	✓	✓	✓	✓	✓	✓	✓
Improvement Objective 2 – Improve and protect our environment and make communities feel safer so that the City & County is a great place to live.	✓	✓	✓	✓	✓	✓	✓

Improvement Objective	Progress towards Community Objectives	Improving service Quality	Improving service availability	Fairness	Contributing to the sustainable development of an area	Improving Efficiency	Innovation or Change
Improvement Objective 3 – Improve Swansea’s economic performance so that the City & County of Swansea supports a prosperous economy.	✓	✓	✓	✓	✓	✓	✓
Improvement Objective 4 – Improve Health and Social Care services for all so that the City & County supports and promotes good health	✓	✓	✓	✓	✓	✓	✓

Appendix B – Improvement Objective & National Strategic Performance Indicators 2010/11

City & County of Swansea

Annual Performance 2007-08 to 2010-11

Key: Column 5 - Annual Performance
In 2010/11 compared to the average
Performance across all 22 Welsh Authorities

Above Welsh Average
(**ABOVE**)

Same as Welsh Average
(**SAME**)

Below Welsh
Average (**BELOW**)

- Not a National Indicator, so no Welsh Average Available

NSI = National Strategic Indicator

Annual Service Performance					
PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Education					
EDCP21 ↑ The 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	55.6%	57.5%	59.9%	62.7%*	Year on year improvement in performance since 2007 Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Education					
EDU/002i ↓ (NSI) The percentage of all pupils (including those in local authority care), in any local authority maintained school, aged 15 as at the preceding August who leave compulsory education, training or work based learning without an approved external qualification.	N/A	2.7%	1.6%	0.9% (0.8%) (BELOW)	Year on year improvement in performance since indicator was introduced in 2008/09 Improvement Trend (08-11) ↑
EDU/002ii ↓(NSI) The percentage of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding August who leave compulsory education, training or work based learning without an approved external qualification.	N/A	14.8%	13.6%	0.0% (6.5%) (ABOVE)	Year on year improvement in performance since indicator was introduced in 2008/09 Improvement Trend (08-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Education					
EDU/003 ↑ The % of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject indicator, as determined by Teacher Assessment	72.6%	73.4%	74.4%	77.5% (78.4%) (BELOW)	Year on year improvement in performance, with levels 5% better than 2007/08 Improvement Trend (07-11) ↑
EDU/006i ↑ The percentage of pupils assessed, in schools maintained by the LA, receiving a Teacher Assessment in Welsh (first Language) at the end of Key Stage 2	N/A	9.1%	9.3%	9.2% (19.5%) (BELOW)	Whilst performance ahead of 2008/09, it dipped compared to 2009/10. Improvement Trend (08-11) ↑
EDU/006ii ↑ The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first Language) at the end of Key Stage 3	N/A	8.8%	8.1%	9.1% (16.8%) (BELOW)	Despite a dip in performance in 2009/10, latest performance has exceeded 2008/09. Improvement Trend (08-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Education					
Education Inclusion					
EDCP12b ↓ Pupils receiving fixed term exclusions - Secondary schools	863	835	737	572*	Year on year improvement in performance since 2008 Improvement Trend (07-11) ↑
EDCP18c ↓ The percentage of young people (at 16 years) known to be Not in Education, Employment or Training (NEET)	N/A	6.9%	6.7%	4.2%*	Year on year improvement in performance since 2008 Improvement Trend (08-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Education					
EDU/011 ↑ (NSI) The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	322	343	351	372 (394) (BELOW)	Year on year improvement in performance, with levels 15.5% better than 2007/08 Improvement Trend (07-11) ↑
EDU/015a ↑ (NSI) The percentage of final statements of special education need issued within 26 weeks including exceptions	56.3%	71.4%	71.4%	82.6% (76.3%) (ABOVE)	Year on year improvement in performance, with levels over 25% better than 2007/08 Improvement Trend (07-11) ↑
EDU/015b ↑ (NSI) The percentage of final statements of special education need issued within 26 weeks excluding exceptions	94.2%	95.8%	97.8%	100% (90.3%) (ABOVE)	Year on year improvement in performance. Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Education					
EDU/016a ↑ The percentage of pupil attendance in primary schools	92.5%	92.6%	92.4%	92.3% (93.1%) (BELOW)	Whilst performance peaked in 2008/09, it is now lower than 2007/08 levels. Improvement Trend (07-11) ↓
EDU/016b ↑ The percentage of pupil attendance in secondary schools.	90.3%	90.8%	90.7	90.6% (91.1%) (BELOW)	Whilst performance peaked in 2008/09, it has slipped annually since, but remains above 2007/08 levels. Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Environment					
Public Protection					
PPN/001iv ↑ The percentage of high risk businesses that were liable to a programmed inspection that were inspected for health and safety	100%	100%	100%	100% (99%) (ABOVE)	Consistent maximum performance throughout period 2007 – 20011 Improvement Trend (07-11) ↑
PSR/004 ↑ (NSI) The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	1.04%	1.02%	1.16%	1.22% (4.3%) (BELOW)	Apart from a dip in 2008/09, performance has consistently improved. Improvement Trend (07-11) ↑
PSR/007a ↑ Of the houses in multiple occupation known to the local authority, the percentage that have a full licence.	N/A	21%	31.8%	46.6% (24%) (ABOVE)	Significant continued improvement in performance Improvement Trend (08-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Environment					
Public Protection					
PSR/007b Of the houses in multiple occupation known to the local authority, the percentage that have been issued with a conditional licence.	No judgement made Nationally on level of performance	No judgement made Nationally on level of performance	No judgement made Nationally on level of performance	13.6%	No national average to compare against
Street Scene					
STS/005b ↑ The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	91.2%	92.3%	94%	92.6% (93.8%) (BELOW)	Improvement between 2007 – 2010 has not been sustained and dipped in 2010/11. But overall, performance still above 2007/08. Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Environment					
CRE4 ↑ The percentage of priority graffiti jobs completed within 7 days	98.7%	99.68%	95.55%	93.33%*	Last two years have shown decline with 2010/11 performance less than 2007/08. Improvement Trend (07-11) ↓
STS/006 ↑ (NSI) The percentage of reported fly tipping incidents cleared within 5 working days	N/A	93.03%	96.39%	92.50% (95.50%) (BELOW)	Despite 2009/10 performance improving, 2010/11 is now lower than 2008/09 levels. Improvement Trend (08-11) ↓
WMT/004 ↓ (NSI) The percentage of municipal waste sent to landfill	68.94%	67.66%	64.93%	59.26% (50.88%) (BELOW)	Consistent Improvement since 2007/08 with levels almost 10% better than 2007/08. Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Environment					
WMT/009 ↑ (NSI) The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	N/A	N/A	N/A	40.47% (43.6%) (BELOW)	Indicator new for 2010/11, therefore no trend available.
Transportation					
THS/007 ↑ (NSI) The percentage of adults aged 60+ who hold a concessionary travel pass	89.9%	96.3%	100%	95.6% (83.3%) (ABOVE)	Inconsistent performance, but latest performance almost 5% higher than 2007/08 Improvement Trend (07-11) ↑
ETE8 ↑ Number of cars using park and ride Services	N/A	325,939	320,049	302,049*	Performance has dropped consistently since 2008. Improvement Trend (08-11) ↓

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Regeneration and Housing					
Culture & Tourism					
LCS/002 ↑ (NSI) The number of visits to local authority sport & leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	N/A	7811	7814	7651 (8524) (BELOW)	A marginal increase in 2009/10 has changed to a decrease in 2010/11. Improvement Trend (08-11) ↓
LCL/001 ↑ (NSI) The number of visits to Public Library during the year per 1,000 population	5003	6313	6503	6266	Despite 10/11 performance slipping below 08/09 figure, it is still significantly higher than 07/08. Improvement Trend (07-11) ↑
CTCH1 ↑ Percentage of Swansea Adults achieving 5 times 30 per week (WHS)	N/A	30%	27%	27%*	Performance has settled at 27% for the past two years which is down on the 2008 figure. Improvement Trend (08-11) ↓

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Regeneration and Housing					
Regeneration & Planning					
ESD1 ↑ Value of inward investment related to property based projects where the authority owns some of the land (or adjoining land) which facilitates the development	23	10.5	23	45.1*	Inconsistent performance, but latest figures are highest by a significant amount. Improvement Trend (07-11) ↑
PLA/004a ↑ The percentage of major planning Applications determined during the year within 13 weeks	30.6%	30.2%	42.1%	17.4% (33.7%) (BELOW)	2010/11 saw a drop in performance compared to previous years. Improvement Trend (07-11) ↓
PLA/004c ↑ The percentage of householder Planning applications determined during the year within 8 weeks	70.5%	71%	70.3%	71.9% (84.2%) (BELOW)	Performance has been inconsistent, but within a margin of 1.4%. However, latest performance is the highest since 2007. Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Regeneration and Housing					
Regeneration & Planning					
PLA/006 ↑ (NSI) The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	9	30	8	21 (25) (BELOW)	Performance has been inconsistent, although latest figures are the second highest over the period. Improvement Trend (07-11) ↑
Corporate Building & Property Services					
EEF/002 (NSI) The percentage change in carbon dioxide emissions in the non domestic public building stock	N/A	N/A	N/A	6.12	First year of new definition of this PI so unable to decide on trends.
Housing					
PSR/002 ↓ (NSI) The average number of calendar days taken to deliver a Disabled Facilities Grant	487 days	378 days	370 days	374 days (387 days) (ABOVE)	Apart from a slight slip in 2010/11, performance has improved every year Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Regeneration and Housing					
Housing					
HSG2 ↓ The number of void properties	316	383	286	251*	Despite a blip in 2008/09, performance has improved every year Improvement Trend (07-11) ↑
HHA/013 ↑ (NSI) The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	13.9%	23.3%	29.1%	29.4% (58.4) (BELOW)	Performance has improved every year Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Social Services					
Adult Services					
SCA/001 ↓ (NSI) The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	6.78	4.95	2.97	9.00 (5.8) (BELOW)	Performance improved during the first 3 years, but declined in 2010/11. Improvement Trend (07-11) ↓
SCA/002a ↑ (NSI) The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	98.67	90.18	94.60	69.6 (81.40) (BELOW)	Despite an increase in performance in 09/10 all three years are below performance reported in 2007/08. Improvement Trend (07-11) ↓

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Social Services					
Adult Services					
SCA/002b ↓ (NSI) The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	20.10	20.94	22.71	22.16 (21.75) (BELOW)	Despite a slight increase in performance for 10/11 compared to the previous year, all three years show a decline in performance reported in 2007/08. Improvement Trend (07-11) ↓
SCA/003a ↑ The percentage of clients who are supported in the community during the year in the age groups 18-64	95.36%	96.37%	96.42%	96.90% (94.05%) (ABOVE)	Continuous improvement over the whole four year period Improvement Trend (07-11) ↑
SCA/003b ↑ The percentage of clients who are supported in the community during the year in the age groups 65+	80.27%	82.07%	83.67%	80.43% (83.71%) (BELOW)	Inconsistent performance, but latest levels higher than 2007. Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Social Services					
Adult Services					
SCA/007 ↑ The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	63.0%	67.6%	70.7%	74.2% (75.5%) (BELOW)	Consistent improvement over the four year period. Improvement Trend (07-11) ↑
Children's Services					
SCC/001a ↑ The percentage of first placements of Looked after Children during the year that began with a care plan in place	78%	75.3%	100%	100% (91.5%) (ABOVE)	Significant improvement culminating in maximum performance for past two years. Improvement Trend (07-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Social Services					
Children's Services					
SCC/001b ↑ For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	85.3%	84.1%	72.4%	96.7% (94.1%) (ABOVE)	Gradual decline in performance has been replaced by significant improvement in 2010/11 which is over 11% superior to 2007. Improvement Trend (07-11) ↑
SCC/002 ↓ (NSI) The % of LAC at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, not due to transitional arrangements, in the 12 months to 31 March	30.9%	16.2%	19.2%	15.32% (14.16%)	Performance levels have improved by around 50% compared to 2007. Improvement Trend (07-11) ↑
SCC/007a ↑ The percentage of referrals during the year that were allocated a social worker for initial assessment	74%	40.5%	41.4%	42.5% (44.4%) (BELOW)	We are close to Wales average. We are continuing to work with partners to manage all referrals in an effective, timely fashion

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Social Services					
Children's Services					
SCC/007b ↓ The percentage of referrals during the year that were allocated to someone other than a social worker for initial assessment	6.2%	10.9%	4.2%	5.1% (10.8%) (ABOVE)	We are close to Wales average. We are continuing to work with partners to manage all referrals in an effective, timely fashion
SCC/007c ↑ The % of referrals during the year that did not proceed to allocation for initial assessment	No judgement made Nationally on level of perf	No judgement made Nationally on level of perf	No judgement made Nationally on level of perf	52.3%	No national average to compare against
SCC/033a ↑ (NSI) The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	93.3%	81.8%	96.3%	85.2% (93.1%) (BELOW)	Inconsistent performance but 10/11 outturn represents a decline compared to 07/08 Improvement Trend (07-11) ↓

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Social Services					
Children's Services					
SCC/033b ↑ (NSI) The % of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	75%	83.3%	100%	91.3% (90.8%) (ABOVE)	Despite a decline in this year's performance, the current result remains well above 07/08 and is the only year that performance has declined. Improvement Trend (07-11) ↑
SCC/033c ↑ (NSI) The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	35.71%	66.7%	61.5%	39.1% (52.2%) (BELOW)	Performance initially improved in 08/08 but has declined consistently since. Improvement Trend (07-11) ↓

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Social Services					
Children's Services					
SCC/037 ↑ (NSI) The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	177	164	127	156 (183) (BELOW)	Performance has declined consistently since 2007 until improving in 10/11. However 10/11 figure is still worse than 07/08 Improvement Trend (07-11) ↓
SCC/042a ↑ The percentage of initial assessments completed within 7 working days	N/A	N/A	72.3%	78.7% (66.6%) (ABOVE)	An increase in excess of 6% on first year's performance. Improvement Trend (09-11) ↑
SCC/042b ↓ The average time taken to complete initial assessments that took longer than 7 working days to complete	N/A	N/A	14	13 (23) (ABOVE)	An increase of 1 day (7%) on first year's performance. Improvement Trend (09-11) ↑

PI & Desired Direction of Travel	Annual Performance. 2007/08	Annual Performance. 2008/09	Annual Performance. 2009/10	Annual Performance. 2010/11 (Welsh Average)	Comments and improvement trend
Social Services					
Children's Services					
SCC/043a ↑ The percentage of required core assessments (CA) completed within 35 working days	N/A	N/A	56.8%	57% (65.2%) (BELOW)	A slight increase on first year's performance. Improvement Trend (09-11) ↑
SCC/043b ↓ The average time taken to complete those required core assessments that took longer than 35 days	N/A	N/A	75	66 (77) (ABOVE)	Performance has improved by 9 days (12%) on first year's performance. Improvement Trend (09-11) ↑

For the full sets of National Performance Indicators please use the link below:

<http://www.swansea.gov.uk/index.cfm?articleid=155>

Appendix C – where to find additional information

Annual Corporate Improvement Plan 2010/11

Performance & Strategic Projects have prepared this document on behalf of the Council. If you have any questions or comments on the content of this plan, you can contact the Business Performance team in Performance & Strategic Projects by: Email to improvement@swansea.gov.uk Telephone 01792 636852. The Annual Corporate Improvement Plan 2010-11 can be found by clicking on the following web link:

<http://www.swansea.gov.uk/index.cfm?articleid=44140>

Community Strategy 2010-14

If you are interested in finding out more about the Community Strategy, then you can do so via the Council's web-site by clicking on the following web-link:

<http://www.swansea.gov.uk/index.cfm?articleid=11050>

Also, if you have any questions related to the Community Plan, you can contact the Community Strategies Team by:

Email at communitystrategies@swansea.gov.uk
Telephone 01792 636292

Local Service Board

Website: www.swansea.gov.uk/LSB

Children & Young People Plan 2011-14

<http://www.cypswansea.co.uk/index.cfm?articleid=22133>

Health, Social Care & Well-Being Strategy 2011-14

<http://www.swansea.gov.uk/index.cfm?articleid=43778>

Swansea 2020 – Economic Regeneration Strategy

<http://www.swansea.gov.uk/index.cfm?articleid=6328>

Regeneration

<http://www.swansea.gov.uk/index.cfm?articleid=5956>

Recycling and Rubbish

<http://www.swansea.gov.uk/index.cfm?articleid=1011>

Social Care services

<http://www.swansea.gov.uk/index.cfm?articleid=96>

Education services

<http://www.swansea.gov.uk/index.cfm?articleid=1423>

Local Development Plan

<http://www.swansea.gov.uk/index.cfm?articleid=10213>

Equality & Diversity

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

Welsh Language Scheme

<http://www.swansea.gov.uk/index.cfm?articleid=2059>

Sustainable Development

<http://www.swansea.gov.uk/index.cfm?articleid=4275>

Auditor General Wales Annual Improvement Report 2011

http://www.wao.gov.uk/reportsandpublications/localgovernment_687.asp

Estyn Inspection Reports

<http://www.estyn.gov.uk/english/inspection/inspection-reports/?searchTitle=&searchType=All&localAuthority=51&searchPostcode=&searchDistance=10&submitted=1>

Care and Social Services Inspectorate Wales (CSSIW) Inspection Reports

<http://www.csiw.wales.gov.uk/dataviewer/index.asp?searchtext=Enter+Name&postcode=Postcode&authority=SWA®ion=&results=true&settings=>

Scrutiny Board Reports

<http://www.swansea.gov.uk/index.cfm?articleid=38510>