

Standing up for a Better Swansea

*Corporate Improvement Plan
2013/17*

Updated for 2014/15



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Introduction

The Welsh Government requires all Councils to publish their plans for improving what they do and how they do it. The purpose of this plan is to set out the Council's key priorities for improvement over the next four years; these are known as 'Improvement Objectives'.

The Plan also shows how the Council's Improvement Objectives contributes towards improving the wellbeing of people in Swansea as set out within the *One Swansea Plan* and delivers the relevant Policy Commitments the Council adopted in July 2012.

The Council and its partners through the Local Service Board have a shared ambition and vision for Swansea:

Our Ambition for Swansea

- Swansea is a unique city by the sea. It is a green, safe, caring and friendly city that values learning and its public services and we want it to stay that way.
- Swansea is a city that is passionate about its sport, history and culture and these are things worth celebrating.
- But we also want Swansea to be a healthier, fairer and more economically active place, a city that offers more for children and young people.
- We want to work together to make Swansea a better place and improve community wellbeing in a way that is democratic, involves everyone and does not compromise the needs of future generations.

Our vision is that Swansea will be a desirable place to live, work and visit that:

- Capitalises on the distinctive relationship between its vibrant urban areas and outstanding rural and coastal environments
- Supports a competitive and prosperous economy that acts as a focal point for the wider Swansea Bay City Region
- Is a thriving city centre destination that offers excellent shopping facilities and supports leisure and business opportunities, capitalising on its proximity to the waterfront
- Promotes sustainable, distinct communities, in both urban and rural locations, that benefit from sufficient good quality accommodation, supporting infrastructure, community facilities and opportunities for recreation
- Celebrates and conserves its unique natural heritage and cultural and historic environments

Population Outcomes

To compliment this vision for Swansea as a place, these are the population (shared) outcomes that the Council and its partners through the Local Service Board want to focus on through the *One Swansea Plan*; the conditions we want for our communities:

- A. Children have a good start in life
- B. People learn successfully
- C. Young people and adults have good jobs
- D. People have a decent standard of living

- E. People are healthy, safe and independent
- F. People have good places to live and work

Challenges

The Local Service Board has identified the following challenges as the most important things to focus on through its *One Swansea Plan* in order to make progress towards the population outcomes.

| Population Outcome | Challenges |
|--|---|
| A. Children Have a Good Start in Life | <ul style="list-style-type: none"> 1. Low Birth Weight 2. Domestic Abuse 3. School Readiness |
| B. People Learn Successfully | <ul style="list-style-type: none"> 1. School Attendance 2. School Achievement 3. Adult Qualifications |
| C. Young People and Adults Have Good Jobs | <ul style="list-style-type: none"> 1. Youth Unemployment 2. Economic Inactivity 3. Average Earnings 4. Economic Performance |
| D. People Have a Decent Standard of Living | <ul style="list-style-type: none"> 1. Child Poverty 2. Household Income 3. Personal Debt |
| E. People are Healthy, Safe and Independent | <ul style="list-style-type: none"> 1. Preventable Early Deaths 2. Life Expectancy 3. Older Peoples' Independence 4. Crime |
| F. People Have Good Places to Live and Work | <ul style="list-style-type: none"> 1. Public Transport 2. Carbon Emissions 3. Water Quality 4. Housing Quality |

*Policy Commitments*¹

The Council adopted its Policy Commitments at Council on the 26th July 2012. The Policy Commitments are the key policy pledges that the Council has identified for delivery during this electoral cycle.

| |
|---|
| Policy Commitments |
| 1. Standing Up for Strong Council Finances |
| 2. Standing Up for Council Democracy <ul style="list-style-type: none"> • Standards of conduct of elected representatives |
| 3. Standing Up for A City of Learning <ul style="list-style-type: none"> • A City of Learning • Ambitious for Swansea • High Performing Schools • A Flying Healthy Start for all Our Children • A Future for Our Young People |
| 4. Standing Up for Jobs and Regeneration <ul style="list-style-type: none"> • A Creative Science City • A Healthy City Centre • Suburban Centres • Regeneration & Anti-Poverty • Key Sectors |
| 5. Standing Up for Strong Transport Links <ul style="list-style-type: none"> • Sustainable Transport • A Healthy, Greener Swansea • Public Transport • A Vibrant City Centre • Community Safety |
| 6. Standing Up for High Quality Health and Social Services <ul style="list-style-type: none"> • Prevention, Not Failure • Localise Services • Working Together • Public Interest above Private Profit • Invest in Our People |

¹ The [Policy Commitments](#) were adopted by Council on 26th July 2012

Policy Commitments

7. Standing Up for Better Housing

- Affordable Housing
- Putting People First
- Improving Housing Quality
- Empty Properties
- Community Regeneration

8. Standing Up for the Best in Art, Culture and Sport

- Cultural Capital of Wales
- City of Sport
- Creative City
- Dylan Thomas Centenary
- Heritage

9. Standing Up for Stronger and Safer Communities

- Community Action
- Young Citizenship
- Celebrate Diversity
- Promote Community Safety
- Anti-Social Behaviour

10. Standing Up for a Better Environment and Better Planning

- Valuing our Environment
- A 'Greener' Sustainable Swansea
- Value Our Parks and Open Spaces
- Greening our City
- Citizen and Community
- Engagement.

Corporate Improvement Objectives and Performance Measures

This Corporate Improvement Plan describes the Council's priorities for improvement, called 'Improvement Objectives'. The Council's Improvement Objectives delivers the relevant Policy Commitments the Council adopted in July 2012 and shows the Council's contribution towards improving the wellbeing of people in Swansea as set out within the *One Swansea Plan*.

The delivery of each Improvement Objective is evidenced through a number of performance measures. The performance measures are measures of how much the Council is doing, how well the Council is delivering its services and, where this is

measurable and the most appropriate measure of success, if people who use Council services are better off:

| Improvement Objective | Performance Measures |
|--|---|
| <p>1. Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.</p> | <p>1. % attendance at Flying Start Settings 2. % Flying Start Children assessed as performing at or above the developmental norm 3. % of parents / carers that report a positive distance travelled (improvement) at the end of a Flying Start parenting programme.</p> |
| <p>2. To support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential</p> | <p>1. EDU/016 a and b - % attendance at primary and secondary schools. 2. Attainment in English or Welsh at Foundation Phase, Key Stage 2, Key Stage 3 and Key Stage 4 3. EDU/017 - % pupils achieving the Level 2 Threshold Inclusive of English/Welsh & Maths</p> |
| <p>3. People are Safe, Well and supported to live independently (Child & Family)</p> | <p>1. Number of children becoming looked after. 2. Number of children looked after 3. Rate of entry in Looked After Children (per 1000 pop 0-17 years). 4. Rate of Looked After Children (per 1000 pop 0-17 years) 5. SCC/010 - % of referrals that are re-referrals within 12 months 6. Total number of children in need (open cases) in year. 7. % of children on the Child Protection Register who have been de-registered and then re-registered. 8. % of children who remain on the Child Protection Register for more than 1 year. 9. % of children in mainstream Foster care who are placed with Foster Swansea. 10. Number of children in residential care. 11. % of children looked after in a family placement.</p> |
| <p>4. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.</p> | <p>1. BBMA1 - Increase in the number of projects with social benefit clauses (<i>Beyond Bricks and Mortar</i>) in their contracts. 2. WWC1 - No. of people entering employment as a result of participation in the Workways project. 3. % of applicants and third parties satisfied or very satisfied with the Planning application service. 4. % of all major and minor applications with an economic imperative that are approved.</p> |

| Improvement Objective | Performance Measures |
|---|--|
| 5. Promote affordable credit and savings options and help people maximise their income and entitlements | 1. No. of staff / workers trained in Welfare Rights / Benefits advice appropriate to their role. 2. No. of Council staff making saving contributions to the Credit Union. 3. No. of Council tenants joining the Credit Union. 4. % of eviction warrants for rent arrears raised against Council Tenants suspended due to support and financial assistance. 5. HHA/013 - % of all potentially homeless households for whom homelessness was prevented for at least 6 months. |
| 6. Help people adopt and develop healthy and sustainable lifestyles in order to improve health. | 1. % of 11 – 16 year olds attending 20 or more extra-curricular physical or sporting activities during the school year. 2. % of year 6 school children (11 years old) involved in the schools learn to swim programme who can swim to the required standard. 3. No. / % of GP referrals still engaging in physical activity after 12 months and indicating that their health has improved 4. No. of growing spaces. 5. % of pupils identified in the Pupil Level Annual School Census who take up free school lunch – primary / secondary schools. |
| 7. People are Safe, Well and supported to live independently (Adult Services) | 1. % of cases where the risk (safeguarding vulnerable adults) has been managed 2. %. of people supported to be independent 3. SSA2 - The average number of working days taken from completion of the care plan and / or installation of aids / equipment. 4. % of clients returning home following re-ablement |
| 8. Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing | 1. No. of new affordable housing units provided / needed 2. HSG2 - No. of void (empty) Council homes 3. % of tenants staying in their Council tenancy for more than 2 years. |
| 9. Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas | 1. WMT/004b - % of municipal waste sent to landfill. 2. WMT/009b - % of municipal waste being re-used, recycled and composted. 3. STS/006 - % of Fly tipping cleared within 5 working days |

Table 1 on the next page below shows the links and dependencies between the *One Swansea Plan*, the Council's Policy Commitments and the Council's Improvement Objectives.

Table 1 – interdependencies between the outcomes and challenges outlined within the *One Swansea Plan*, the Council’s Policy Commitments and the Improvement Objectives described within the Council’s Corporate Improvement Plan.

| One Swansea Plan | | Corporate Improvement Plan | | |
|--|--|---|---|--|
| Population Outcome | Shared Challenge | Policy Commitments | Improvement Objective | Performance Measures |
| A. Children Have a Good Start in Life | 1. Low Birth Weight 2. Domestic Abuse 3. School Readiness | Para 6 - Standing up for a city of learning – A flying Healthy Start For All Our Children. | 1. Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress. | 1. % attendance at Flying Start Settings 2. % Flying Start Children assessed as performing at or above the developmental norm 3. % of parents / carers that report a positive distance travelled (improvement) at the end of a Flying Start parenting programme. |
| | | Para 9 - Standing Up for High Quality Health and Social Services – Prevention, Not Failure | 2. People are Safe, Well and supported to live independently (Child & Family) | 1. Number of children becoming looked after. 2. Number of children looked after 3. Rate of entry in Looked After Children (per 1000 pop 0-17 years). 4. Rate of Looked After Children (per 1000 pop 0-17 years) 5. SCC/010 - % of referrals that are re-referrals within 12 months 6. Total number of children in need (open cases) in year. 7. % of children on the Child Protection Register who have been de-registered and then re-registered. 8. % of children who remain on the Child Protection Register for more than 1 year. 9. % of children in mainstream Foster care who are placed with Foster Swansea. 10. Number of children in residential care. 11. % of children looked after in a family placement. |

Nb – **bold** represents direct correlations between the *One Swansea Plan* and the Corporate Improvement Plan.

| One Swansea Plan | | Corporate Improvement Plan | | |
|---|---|---|---|---|
| Population Outcome | Shared Challenge | Policy Commitments | Improvement Objective | Performance Measures |
| B. People Learn Successfully | <ol style="list-style-type: none"> 1. School Attendance 2. School Achievement 3. Adult Qualifications | Para 6 - Standing up for a city of learning – Ambitious for Swansea | 3. To support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential | <ol style="list-style-type: none"> 1. EDU/016 a and b - % attendance at primary and secondary schools. 2. Attainment in English or Welsh at Foundation Phase, Key Stage 2, Key Stage 3 and Key Stage 4. 3. EDU/017 - % pupils achieving the Level 2 threshold inclusive of English / Welsh & Maths |
| C. Young People and Adults Have Good Jobs | <ol style="list-style-type: none"> 1. Youth Unemployment 2. Economic Inactivity 3. Average Earnings 4. Economic Performance | Para 7 - Standing Up for Jobs and Regeneration | 4. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors. | <ol style="list-style-type: none"> 1. BBMA1 - Increase in the number of projects with social benefit clauses (Beyond Bricks and Mortar) in their contracts. 2. WWC1 - No. of people entering employment as a result of participation in the Workways project. 3. % of applicants and third parties satisfied or very satisfied with the Planning application service. 4. % of all major and minor applications with an economic imperative that are approved. |
| D. People Have a Decent Standard of Living | <ol style="list-style-type: none"> 1. Child Poverty 2. Household Income 3. Personal Debt | Para 7 - Standing Up for Jobs and Regeneration – Regeneration & Anti-Poverty | 5. Promote affordable credit and savings options and help people maximise their income and entitlements | <ol style="list-style-type: none"> 1. No. of staff / workers trained in Welfare Rights / Benefits advice appropriate to their role. 2. No. of Council staff making saving contributions to the Credit Union. 3. No. of Council tenants joining the Credit Union. 4. % of eviction warrants for rent arrears raised against Council Tenants suspended due to support and financial assistance. 5. HHA/013 - % of all potentially homeless households for whom homelessness was prevented for at least 6 months. |

| One Swansea Plan | | Corporate Improvement Plan | | |
|--|---|---|---|---|
| Population Outcome | Shared Challenge | Policy Commitments | Improvement Objective | Performance Measures |
| F. People Have Good Places to Live and Work | 1. Public Transport 2. Carbon Emissions 3. Water Quality 4. Housing Quality | Para 10 - Standing Up for Better Housing | 8. Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing. | 1. No. of new affordable housing units provided / needed 2. HSG2 - No. of void (empty) Council homes 3. % of tenants staying in their Council tenancy for more than 2 years. |
| | | Para 13 - Standing Up for a Better Environment and Better Planning | 9. Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas | 1. WMT/004b - % of municipal waste sent to landfill 2. WMT/009b - % of municipal waste being re-used, recycled and composted. 3. STS/006 - % of Fly tipping cleared within 5 working days |

Equalities

In line with the Equality Act 2010 and new Public Sector Equality Duty for Wales, all public authorities must produce a Strategic Equality Plan containing set Equality Objectives.

The City & County of Swansea's Strategic Equality Plan (initially for the period 2012-2016) was formally adopted by the Council on 15 March 2012 and sets out how we will build on our previous Equality and Diversity Scheme and our arrangements for meeting the new legislative duties.

Our Equality Objectives (included within the Plan) are based on information from local, regional and national sources and highlight areas of inequality in service provision, service take-up or attainment for or by specific groups with protected characteristics as defined in the Equality Act.

These characteristics are

- **Age**
- **Disability**
- **Gender Re-assignment**
- **Marriage and Civil Partnership**
- **Pregnancy and Maternity**
- **Race**
- **Religion or Belief (including non-belief)**
- **Sex**
- **Sexual Orientation.**

Issues regarding **Welsh language** usage are dealt with under the Council's Welsh Language Scheme.

Each Equality Objective contains actions to achieve specific, measurable outcomes to reduce inequalities across all of the protected characteristics.

Table 2 on the next page shows the links between the Council's Improvement and the relevant Equality Objectives.

Sustainable Development

Swansea Council is committed to sustainable development and a greener, more sustainable Swansea.

More information can be found on the Council's website: www.swansea.gov.uk

Table 2 – interdependencies Council's Improvement and relevant Equality Objectives.

| Our Improvement Objectives | Strategic Equality Plan |
|---|--|
| <p>Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress</p> | <p>Equality Objective 14 - reduce the inequalities that exist in the health, education and economic outcomes for children living in poverty, by improving the outcomes of the poorest.</p> |
| <p>People are Safe, Well and supported to live independently (Child & Family)</p> | <p>Equality Objective 18 - Improve access to Social Services provision, ensuring that the service user's needs are at the centre of all planning and commissioning activities.</p> |
| <p>Support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential</p> | <p>Equality Objective 10 - Maintain improving trends in assessment of boys and girls at Key Stage 2 and Key Stage 3. Close the performance gap between boys and girls. Equality Objective 14 - Increase primary and secondary school attendance in target areas. Increase the average All Wales Reading Test scores for 6-7yr olds and 10-11 yr olds in target areas. Increase the proportion of 15-16 yr olds achieving Level 2 threshold including English, or Welsh and Maths.</p> |
| <p>Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.</p> | <p>Equality Objective 1 - Establish a focused Officer Group made up of representatives from Access to Services Team and Economic Regeneration and Planning Department in order to help address key equality issues arising from consultation on ongoing work programmes.</p> |
| <p>Promote affordable credit and savings options and help people maximise their income and entitlements</p> | <p>Equality Objective 2 - Provide a welfare rights advice line 3 days per week to support staff from CCS and partner organisations to negotiate the significant changes to the benefits system resulting from Welfare Reform.</p> |

| Our Improvement Objectives | Our Equality Objectives |
|--|--|
| Help people adopt and develop healthy and sustainable lifestyles in order to improve health. | Equality Objective 17 - Encourage greater participation and improve access to cultural, leisure and sporting services/facilities. |
| People are Safe, Well and supported to live independently (Adult Services) | Equality Objective 18 - Improve access to Social Services provision, ensuring that the service user's needs are at the centre of all planning and commissioning activities. |
| Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing. | Equality Objective 15 – Improve customer access to Housing services. |
| Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas | Equality Objective 26 – Assisted waste collections for disabled people and older people. |

Key Messages from the Improvement Plan Consultation 2013

The following key messages summarise the findings from the consultation:

- The Council consulted on its working Improvement Objectives using two main methods:
 1. An internet based survey.
 2. Focus group meetings with particular user groups.
- The internet based consultation showed there was broad support for all the Council's working Improvement Objectives; between 57% and 94% agreed with the Improvement Objectives subsequently included within this Plan.
- The level of support given to each Improvement Objectives as being most agreed with from the internet consultation were as follows:

| Working Improvement Objectives | Strongly Agree or Agree |
|--|--------------------------------|
| 1. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors. | 94% |
| 2. Improve school attendance and attainment of all learners aged 3 to 19 years so each individual can reach their potential. | 93% |
| 3. Help people adopt and develop healthy and sustainable lifestyles in order to improve health. | 89% |
| 4. People are safe, well and supported to live independently. | 86% |
| 5. Provide support for children in early years in Swansea so they are ready for learning and make developmental progress. | 84% |

- The percentage of survey respondents who disagreed with the Council's proposed Improvement Objectives was very low, ranging from 0% (no disagreement) to just 7%.
- The percentage of respondents who neither agreed nor disagreed with the working objectives ranged from between 4% to 36%.
- The Council also consulted with:
 1. The 50+ Network – a group aimed at older people having an effective voice on a wide range of participative and planning issues.
 2. Swansea Business Forum – a forum for the Council and business sectors to engage with each other.
 3. A group of young people who are Not in Education, Employment or Training (NEET) and who were also formerly looked after by the Council.

The key points coming out of this consultation process were as follows:

50+ Network Consultation

- Debt counselling is important.
- Promote self-sufficiency.
- The impact of Welfare reform needs to be monitored.
- The Credit Union needs to be promoted to deal with the impact of Pay day loan companies.
- Prioritise introduction of living wage.
- Freeze council tax
- Evaluate and monitor success of initiatives dealing with poverty.
- Encourage economic growth.
- Increase job security.
- Improve local transport.
- Spend money held in reserve.
- Training and skills should be taught in schools.
- Fast track planning permission for affordable housing
- Don't cut sport / music in schools
- Free access to leisure centres needs to be promoted and advertised in bus shelters
- LAC family involvement in early stages when child identified as being at risk.
- The Council to provide as much residential and nursing homes as possible.
- Prioritise support for people to live in their own homes for as long as possible.
- Provide adaptations at the right time to enable people to stay safe at home.
- Better communication between departments, carers and cared for to alleviate problems and concerns.
- Need more of the right community staff who are on good wages and have the time needed to do their job.
- More nursery provision needed.
- Promote parental responsibility.
- Promote positive role models for children.
- Improve school attendance.
- Extend recycling collection to include more types of waste.
- Review charges for waste collections – large objects.
- Help disabled and elderly people deal with refuse collections / recycling.
- Target specific groups who do not recycle to encourage them to recycle.
- Make people aware of energy efficiency schemes.

Swansea Business Forum Consultation

- Concentrate efforts on what the Council can affect and change.
- Work with others, including the private sector, to achieve objectives.
- Home care is not always the best option – residential care is sometimes necessary.
- More engagement is needed with the private sector on what educational assistance the University and business can offer school age children.
- Recycling centre's need to be open for longer hours to help working people.

Young People (NEET / former LAC) focus group Consultation

- The 5 Improvement Objectives most agreed with by this group were:

1. Provide support for children in early years in Swansea so they are ready for learning and make developmental progress.
 2. Improve housing and housing supply in order to increase the availability of good quality affordable housing and provide people with work and training opportunities.
 3. People are safe, well and supported to live independently.
 4. Improve school attendance and attainment of all learners aged 3 to 19 years so each individual can reach their potential.
 5. Target resources into the poorest areas of Swansea in order to help reduce the impact of poverty.
- More support needed for young people with tenancies and becoming independent.
 - There needs to be more accommodation suited for young people.
 - Early prevention and intervention were considered to be very important by the group.
 - Reducing looked after children numbers has to be done safely.
 - Management of care system needs improving and appropriate support provided whatever stage you were at.
 - Managing the impact of welfare reform, providing debt and benefits advice and a Living Wage is important.
 - Healthy food perceived as being too expensive.
 - School attendance – young people as well as parents need to take responsibility.
 - Although important, people should not be forced or coerced into adopting healthy lifestyles.

Most of the consultations responses correspond with or are dealt with by the Corporate Improvement Plan and no significant changes to the plan were required as a result of the consultation. The working Improvement Objective relating to Carbon Reduction was not included within the Plan this year pending consideration being given to further developmental work. The outcome from the consultations was also issued to Heads of Service for their information and consideration.

2014 survey

A follow up internet based consultation on the Council's Improvement Objectives was undertaken during 2014. The survey found that 4 of the 5 Improvement Objectives that people agreed or strongly agreed with in 2013 were again identified as the most important Improvement Objectives in 2014. The exception was the objective around Healthy Lifestyles, which fell to least important and was replaced in 5th place by the improvement objective concerning promoting affordable credit and savings options and help people maximise their income and entitlements.

How will the Council meet its duty to Improve?

The Council has a duty to put arrangements in place to secure continuous improvement. In discharging this duty, the Council must have regard to:

- Making progress towards community objectives.
- Improving the quality of services.
- Improving the availability of services.

- Improving fairness.
- Contributing to the sustainable development of an area.
- Improving the efficiency of services and functions.
- Innovation and change which contributes to improvement.

Each of the Council's priorities for improvement will deliver one or more of these aspects. This is detailed in the pages that follow.

How did we select the Council's Improvement Objectives?

The Council's Improvement Objectives were determined with due reference to the *One Swansea Plan* and the Council's Policy Commitments and in consultation with Council staff, elected Members and the general public. This involved an internet based survey and face-to-face consultations with representatives of various groups.

Results Based Accountability

The Corporate Improvement Plan was developed using the Results Based Accountability (RBA) method. Each Improvement Objective was developed and performance measures identified by answering the following questions:

1. **How can we measure how much do we do?**
2. **How can we measure if we are delivering services well?**
3. **How can we measure if our customers are better off?**
4. **What are the most important measures and how are we doing?**
5. **What works well now to improve?**
6. **What are we going to do to improve?**

The *One Swansea Plan* is primarily concerned with the community challenges that the Council and its partners through the Local Service Board are tackling together. The Corporate Improvement Plan on the other hand is mainly about performance accountability for the services delivered mostly by the Council. The Corporate Improvement Plan is largely about improving the Council's services to its direct customers or its contribution to the shared challenges outlined within the *One Swansea Plan*.

A note on measuring service based 'outcomes' – the Council has sought through its use of RBA to identify appropriate performance measures, particularly to determine '*is anyone better off?*'. There are some areas where this approach is quite straightforward and the 'outcome' is identified and measured. There is however a number of issues for consideration when trying to measure service based outcomes.

Firstly, it is difficult to measure the 'outcome' from some of the Council's services that are strategic and enabling and where performance affecting the end user is delivered by another agency or set of agencies working together. For example, while the Council has a role to play in the development of key sectors of the local economy, the Council largely achieves this through strategic frameworks, through its planning function and through working with others so that it is difficult to isolate and measure the Council's impact on the outcome; yet few would argue that the Council should not have a priority around developing the local economy.

Secondly, the complexity of some of the 'people' based services means that measuring outcomes and making provision and projections for incremental improvement is not necessarily straightforward. For example, while it might be desirable and possible to measure developmental progress of Flying Start children at

age 2 and again at age 3, it is difficult to determine and predict benchmarks and incremental improvements each year when each different cohort of children measured is made up of different individual individuals with different starting points and needs.

Thirdly, some services have statutory direction and guidance in place which determines service priorities. For example, Councils' in Wales have statutory targets set by the Welsh Government for reducing landfill and increasing the recycling of waste. Failure to meet these statutory targets will result in payment of landfill tax and fines. This means that the Council's waste management services are designed to meet these statutory targets; the Council is therefore mainly concerned with how well it is doing in meeting these targets rather than any consideration of whether or not anyone is better off (although this is part of the strategy to convince people to recycle).

Fourthly, it is sometimes difficult to extrapolate the Council's impact delivering a service when the outcomes may not become apparent for some time, they may be affected by other factors outside of the Council's control or where the outcomes may be obvious and where measuring them may not be worthwhile. For example, the Council is aiming to increase the number of growing spaces and allotments so that people can grow their own fresh vegetables, providing them with a healthy pastime and healthy food while potentially saving them money. The impact of this policy on people's health may be difficult to measure in the short term and may be affected by other factors associated with people's lifestyles; yet few would argue that increasing the number of growing spaces will not have health and other benefits.

How will we monitor and report progress?

The performance measures included within this Plan will be monitored on a monthly, quarterly or annual basis at departmental meetings, at Corporate Improvement Board and by elected Members. The Council's Improvement Objectives will be reflected within service and departmental Business Plans. Performance will be evaluated using the latest available data. Consideration will be given to the story behind current performance and progress since the last reporting cycle. We will try and understand what are the causes of current performance so that we can do better. The Council will publish an Annual Review of Performance in 2014-15 accounting for its success delivering the Improvement Objectives outlined within this plan during 2013-14.

Revisions to the Plan

This plan contains new local performance measures and work will continue to further refine and embed them into the Council's performance management systems. During this process and due to other external influences it may be necessary to add to, change or further refine the objectives, performance measures, projections and other content included within this plan. Any changes will be captured in the annual review of the Corporate Improvement Plan and revisions will be published.

Other business critical issues

The Council has a number of other business critical concerns such as dealing with dog fouling and making improvements to highways maintenance, which will be addressed through service Business Plans and monitored through the Council's strategic programme.

There is plenty of evidence to suggest that there are significant differentials between communities in the City & County in terms of wealth, income, health and aspiration. The Policy Commitments Statement adopted by Council on 26th July identifies the intent to develop a 'Target Area' approach, "bringing together council departments, the NHS and other agencies, pooling resources and finance, to work together, across boundaries to tackle the transgenerational causes of poverty and deprivation...". The Improvement Objectives outlined within this plan are universal, although their application will be entirely consistent with this targeted approach.

How can you get involved and propose new Improvement Objectives during the year?

The Council has created a partnership consultation database to enable residents to easily access consultations that are being conducted by, or on behalf of the City and County of Swansea Council and its partners. Here you can view the consultation, find out more details on how you can get involved in providing feedback. When a consultation is complete you will be able to download any relevant results/newsletters.

Please follow the link to access the Consultation Database: [Consultation Database](#)

Should you have any questions or queries about the Consultation Database, or you are experiencing trouble using it, please contact the Consultation Co-ordinator on 01792 636732 or fax 01792 637206 or e-mail consultation@swansea.gov.uk

You can also get involved through the Council's Scrutiny Boards, which are open to the public ([Scrutiny in Swansea](#)) or you can contact the Council's Access to Services Team to get involved on tel: 636907 or email accesstoservices@swansea.gov.uk

If you wish to propose new Improvement Objectives for 2013-17, you can contact the Council at any time by: Email to improvement@swansea.gov.uk Telephone 01792 636852.

Standing up for a Better Swansea

*Corporate Improvement Plan
2013-17*

Updated for 2014/15

Part 1 Executive Summary

Executive Summary – Improvement Objectives

A. Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.

| 1. What do we want to achieve? | 2. Why is this important? |
|--|--|
| <ul style="list-style-type: none"> • At least maintain attendance levels at Flying Start settings. • Measure the distance parents / carers have travelled in how they perceive they have improved their parenting during the intervention. • Understand % of Flying Start children assessed at or above their developmental norm. | <ul style="list-style-type: none"> • So that as many eligible children and their families as possible benefit from the educational and social support. • An important measure of the progress parents and carers perceive they have made during the intervention in improving their parenting skills, children’s behaviour and self-esteem and confidence. • So that professionals working with children and their families can respond appropriately to help improve outcomes. |

B. Support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential.

| 1. What do we want to achieve? | 2. Why is this important? |
|--|--|
| <ul style="list-style-type: none"> • Improve school attendance. • Improve children’s literacy and reading skills. • Increase the percentage of pupils achieving the Level 2 Threshold inclusive of English / Welsh and Maths. | <ul style="list-style-type: none"> • If children do not attend school regularly then they will not fulfil their educational potential. • Increasing the percentage of pupils perform well in the assessment of English or Welsh will contribute to meeting every learner’s need to be able to read, write and be numerate in order to achieve success in schools and beyond. • To provide pupils with opportunities in schools which help them to improve the basic skills that every learner needs so that all pupils are able to read, write and be numerate. |

C. People are safe, well and supported to live independently (Child & Family Services).

| 1. What do we want to achieve? | 2. Why is this important? |
|---|---|
| <ul style="list-style-type: none"> • Safely reduce the number of children becoming looked after. • Reduce the rate of re-referrals to Child & Family Services and numbers of children in need requiring social services intervention. • Improve services to children and young people who may be at risk of becoming looked after. • Increase the percentage of children looked after in Swansea who are supported in a family placement and foster care instead of residential care. | <ul style="list-style-type: none"> • So that children only enter the looked after system when this is genuinely the best or only option to safeguard or promote their health or well-being. • To ensure that the most effective work carried out by Child & Family Services is being done with children, young people and families who are most in need. • So that children avoid the necessity to come into care and are supported through safe and appropriate alternatives. • To achieve the right placement at the right time and achieve better outcomes for children. |

D. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.

| 1. What do we want to achieve? | 2. Why is this important? |
|--|---|
| <ul style="list-style-type: none"> • Increase the numbers of projects that have social benefit clauses and Beyond Bricks and Mortar in their contracts. • Increase the numbers of people entering employment as a result of participation in the Workways project. • Increase applicants and third parties satisfaction with the planning application service. • Increase the percentage of all major and minor applications with an economic imperative that are approved | <ul style="list-style-type: none"> • To give the unemployed and economically inactive opportunities for work experience, training and employment. • To engage with the economically inactive and long term unemployed and to help support them back into employment. • A high quality planning service is important in giving developers and investors the confidence to invest in Swansea in order to develop key sectors of the local economy. • Successfully bring forward schemes that assist economic development. |

E. Promote affordable credit and savings options and help people maximise their income and entitlements.

| 1. What do we want to achieve? | 2. Why is this important? |
|---|--|
| <ul style="list-style-type: none"> • Train more Council staff / workers in Welfare Rights / Benefits advice appropriate to their role. • Increase the number of Council staff making saving contributions to the Credit Union • Encourage more Council tenants to join the Credit Union. • Decrease the percentage of warrants executed against Council tenants by offering support and financial assistance • Increase the percentage of potentially homeless households for whom homelessness was prevented for 6 months | <ul style="list-style-type: none"> • So that a greater proportion of the residents of Swansea receive advice and support to ensure they are better able to access their benefit entitlement. • Help build the financial capability of the Credit Union and encourage more of the people of Swansea to join so that more people can access and benefit from a more sustainable and affordable credit and savings option. • Help tenants manage their money and pay their rent or bills promptly in a bid to prevent them falling into rent arrears and financial difficulties. • To help tenants who are faced with eviction as a result of rent arrears exacerbated by debt. • Help people maintain stability and security for their families, safeguard their health and well-being and prevent social exclusion while reducing the costs associated with providing Bed & Breakfast and temporary accommodation. |

F. Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing.

| 1. What do we want to achieve? | 2. Why is this important? |
|---|---|
| <ul style="list-style-type: none"> • An increase in the number of new affordable housing units. • Reduce the number of void (empty) Council homes | <ul style="list-style-type: none"> • To meet established need for affordable housing and contribute towards reducing homelessness and people having to continue to live in unsuitable and / or unaffordable accommodation. • To make the best use of its Housing stock so that it is as fully occupied as |

| | |
|--|---|
| <ul style="list-style-type: none"> • Increase the percentage of tenants staying in their Council tenancy for more than 2 years. | <p>possible, helping to meet the need for affordable housing.</p> <ul style="list-style-type: none"> • To make the best use of the housing stock and help tenants to sustain their tenancies and provide their families with more stability and cohesive communities in which to live. |
|--|---|

G. Help people adopt and develop healthy and sustainable lifestyles in order to improve health.

| 1. What do we want to achieve? | 2. Why is this important? |
|--|---|
| <ul style="list-style-type: none"> • Increase the percentage of 11-16 year olds attending 20 or more extra curricular physical or sporting activities during the school year. • Increase the percentage of year 6 school children who can swim to the required standard at age 11 • Increase the percentage of people referred to the Council by Health professionals to still be active after 12 months and indicating that their health has improved. • Increase the number of available growing spaces. • Increase the percentage of pupils identified in the Pupil Level Annual School Census (PLASC) who take up free school lunch | <ul style="list-style-type: none"> • To encourage more 11 to 16 year olds to continue their physical or sporting activities outside of the school curriculum in order to improve sustained participation and promote healthier lifestyles. • Children will be safer near water and will learn a life skill that will be fun and contribute towards adopting a healthy lifestyle. • To demonstrate that participants have adopted a healthier lifestyle. • To encourage people to grow their own food, deal with rising food prices and help tackle poverty. This will also encourage self-sufficiency, strengthen communities and provide a healthy activity whilst promoting healthier eating. • To assist learning and help secure the future well-being of school pupils. |

H. People are safe, well and supported to live independently (Adult Services).

| 1. What do we want to achieve? | 2. Why is this important? |
|---|---|
| <ul style="list-style-type: none"> • Increase the percentage of cases where the risk safeguarding vulnerable adults has been managed. • Increase the percentage of people that are supported to be independent. • Reduce the time taken to taken between the completion of the care plan and provision / installation of aids / equipment. • Help clients return home following a period of reablement. | <ul style="list-style-type: none"> • To foster a collective responsibility to safeguarding across all of our staff and increase resilience to cope with the increased demands from an ageing population. • To promote the independence, safety and dignity of service users. • To reduce the need for admission to hospital or residential care. • To provide high quality person-centred care and better outcomes for service users that is also more financially sustainable than long-term residential care. |

I. Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas.

| 1. What do we want to achieve? | 2. Why is this important? |
|--|---|
| <ul style="list-style-type: none"> • Increase the percentage of waste recycled and reduce the percentage of waste sent to landfill. • Increase the % of reported fly tipping incidents cleared within 5 working days | <ul style="list-style-type: none"> • To meet Welsh Government waste targets, avoid financial penalties and help contribute to protecting finite resources. • Improving arrangements for collecting and recycling waste should have a beneficial impact on reducing the incidents of fly tipping and should improve the speed with which incidents are dealt with. |

Standing up for a Better Swansea

*Corporate Improvement Plan
2013-17*

Updated for 2014/15

Part 2

A. Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.

Why this is an Improvement Objective

There is evidence to show that good early years care and education can have beneficial outcomes for children and their families.

1. Early years provision

- Children have a right, spelled out in the United Nations Convention on the Rights of the Child to provision that enables them to develop their personalities, talents & abilities irrespective of ethnicity, culture or religion, home language, family background, learning difficulties, disability or gender.
- There is a great deal of research evidence which points to the educational and social benefits for children and society, particularly for children from disadvantaged areas, of good quality provision in the early years.
- Research findings suggest that good early years care and education lead to improvements in children's language development, educational performance in mathematics and reading and a reduction in aggressive behaviour.
- Children who attend early years settings are more independent and concentrate on their play for longer and, on entry to school, are more co-operative and are better prepared for the challenges they meet.
- Research also demonstrates that the quality of the provision has a marked impact on the outcomes for children.
- Children who experience good quality provision at an early age are more likely to go on to attend higher education institutions and have well paid jobs.

2. Flying Start

- Flying Start is a multi-agency Programme aimed at improving outcomes for children under 4 years in the most deprived areas.
- Children and their families living in the eligible areas can access a menu of services, which include:
 - Additional Health Visiting;
 - Family Partnership support via delivery of group programmes and/or 1-2-1 individual interventions;
 - Early Language development support;
 - Free quality part time Childcare for all 2 year olds 2.5 hours a day, 5 days a week 39 weeks of the year & 15 days of childcare/activities during school holidays.
- Swansea's model of delivery is centred around the establishment of dedicated Flying Start settings set within primary schools ensuring the co-location of

staff and achieving seamless provision into the Foundation Phase. As stated in the Interim Evaluation of Flying Start – SQW 2010.

"multi-agency/joint working has significantly aided effectiveness and assisted in achieving the programme's overall aims. It was seen not only to improve access to services through co-location and joint delivery but also to bring together and coordinate the necessary range of skills, knowledge and perspectives to enable the programme to identify and meet needs – providing tailored interventions and responses to ensure that the most appropriate services and support are in place."

- The Flying Start Programme is currently undergoing a significant phase of expansion, which will double the number of children who will benefit. By 2015 the Flying Start initiative in Swansea will benefit 2,659 0-3 year olds living in the eligible areas with approximately 600 childcare places being provided for the 2 year olds. A Phase 3 expansion is also anticipated however full details are yet to be confirmed by Welsh Government.
- Due to the scale of the expansion improving upon or even maintaining results is now a massive challenge. Service projections have been revised to reflect this.

The Council's contribution towards improvement

- Early Years is a Council priority and is within the One Swansea Plan (Outcome A: children have a good start in life; Outcome B: children and young people learn successfully) and our Outcome agreement (Outcome 2: Improving Early Years' Experience) with the Welsh Government.
- Flying Start is a Welsh Government Programme which makes a contribution to the range of services provided to support children during their early years.
- The co-ordination of the Flying Start Programme is led by the Council, which involves:
 - bringing together different services and disciplines across the local authority, the Health Board, Schools and the Third Sector to develop tailored programmes to meet the individual needs of young children and their families.
 - establishing and extending the Flying Start Programme in new areas,
 - Directly delivering some of the services.
- The Council and its partners work to encourage as many eligible families to access the Flying Start services including the childcare place for all 2 year olds as ensuring high levels of attendance at the childcare setting will support children to reach their developmental potential.

A1. Attendance at Flying Start settings

Aim: To at least maintain attendance at Flying Start settings.

Measure: % attendance at Flying Start settings.

| Past Performance | | | | | Projection | | |
|------------------|---------|---------|---------|------------|------------|------------|------------|
| 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| - | - | - | 79% | TBC | 80% | 80% | 80% |

Why this is important:

- Maintaining and gradually improving attendance at Flying Start settings is important so that as many eligible children and their families as possible benefit from the educational and social support.

The story behind past performance and expected trends:

- Attendance at Flying Start childcare settings is not compulsory; however it provides young children with the opportunity to enhance their development during the year leading up to their admission to Nursery.
- Throughout the newly expanded areas the initial hurdle will be to engage families within these areas. Also by expanding into areas of less deprivation/higher % working parents than phase 1 areas, it is anticipated that a lot of parents will already have childcare arrangements in place and therefore will not want to, or need to take up the Flying Start childcare.
- The main reason for non-attendance is due to illnesses, particularly those with an incubation period including Chicken Pox and Measles, school inset days and the summer holidays.
- It is not expected that there will be a year on year improvement in attendance as there will be different children eligible by age (2yrs – 3yr) attending childcare each year.
- During the last year there has been a further reduction in unauthorised absence.
 - In 12/13 4% of spaces available were unauthorised absences. This was identified as an issue in some settings and addressed directly with all managers in the regular managers' meetings so that good practice was shared and a consistent process adopted.
 - By Term 1 13/14 this had reduced to 3%
 - By Term 2 13/14 this had reduced further to 2%.
- The Welsh Government is content with the attendance levels at Flying Start settings in Swansea. We believe this can be attributed mainly to the model of dedicated settings achieving high quality provision as well as other services being available within the same location.

- Due to the expected factors that impact on pre-school attendance and the expansion into new areas the future focus is to try to maintain the level of attendance achieved during 2014/15. Ideally the plan would be to also make small advances to improve the performance which will include targeting persistent non attendees.
- However it is anticipated that this may not be achieved until the Programme has been fully established and all childcare settings fully operational. For example in the newly expanded settings childcare places are made available to parents on a phased approach and it takes time for new childcare settings to reach their full operating potential including staff and parents adjusting to the new services being offered. It has been the case that as new childcare settings are established, staff from existing childcare settings apply for new posts being advertised in the new settings; this affects the stability of the existing childcare settings whilst new staff are being recruited.

What works well now:

- Having school based dedicated childcare settings with staff located together from other teams.
- Following up non-attendance with the family with a phone call or text message before a home visit by the Childcare Manager and/or Health Visitor.
- Completing the developmental tracker assessment for each child to record their individual development.
- Regular Childcare Managers Meetings to share good practice, identify issues that need to be addressed.
- The new termly Quality Assurance meetings and monthly monitoring meetings using multi-agency approach in each Flying Start setting. In these meetings they discuss and plan individual cases which would include considering families where access is problematic, or where a child's attendance is a concern. The team problem solve the issues including finding creative approaches.
- The new monthly Flying Start team meetings held in each area to ensure effective multi-agency working across the childcare setting, Family Partnership Team, Speech and Language Therapist and Health Visitor.

What we are going to do:

| What? | Why? |
|---|---|
| Implementation of Capita SIMS software for childcare settings to record attendance. To measure a child's attendance and have an accessible record of this Flying Start onwards. | This will enable robust and timely attendance reporting and tracking as the child moves through his/her education career. |

| What? | Why? |
|--|--|
| Use some of the learning from the Quality Assurance meetings to inform improvement in the services. | Evidence based improvements. |
| Review provision for children with a diagnosed or emerging disability | To ensure that the children receive the most appropriate childcare service within Flying Start to meet their needs. |
| Introduction of a Core Children's Record & Attendance Guidance for all childcare settings. | To further ensure consistency across settings in order to improve staff record keeping and also improve the process of managing attendance. |
| Children's development is recorded on individual 'Trackers' to show the distance travelled during their time at a Flying Start setting. A 'Developmental Tracker Analysis' is being introduced electronically. | To provide a clear picture of distance travelled for each individual child to ensure their needs are being met, to aid transition to Nursery and to enable comparisons of developmental areas. |

A2. Improved Parenting

Aim: To measure the distance parents have travelled and how they perceive they have improved their parenting during the intervention. For parents to improve their skills when supporting their child/children.

Measure: % of parents carers that report a positive distance travelled (improvement) at the end of a Flying Start Parenting Programme

| | Baseline Data | | | | | Projection | | |
|----------------------------|---------------|---------|---------|---------|------------|------------|---------|---------|
| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| Self-esteem and confidence | 30% | 21% | 15% | 13% | TBC | TBC | | |
| Parenting skills | 26% | 26% | 10% | 12% | | | | |
| Children's behaviour | 25% | 21% | 15% | 9% | | | | |

Why this is important:

- Building resilience factors within families is one of the main aims and objectives of the service. The Wellbeing and Behaviour Outcome Star, (A Welsh Government validated tool that shows how far someone has come and provides a better view of how parents perceive the changes in their family after intervention and activities) will provide us with indicators that support better understanding of how parents perceive the changes within their family following the intervention. For each family we will focus on parenting skills, children's behaviour and self-esteem and confidence.

The story behind past performance and expected trends:

- During the last year the outcome tool used has been changed to bring the service in line with the Team Around the Family approach in order to provide a seamless transition when additional services are needed. For example this means that families are not being asked the same information twice where there is additional need identified and that there is a consistency of delivery across services.
- The parenting element of Flying Start tries to provide families with the knowledge, skills and tools to solve problems and better manage their own and their children's behaviour. Parents identify improved self-esteem and confidence as the most significant change they have experienced.
- During 2013/14 the focus has been on developing the service and some new elements have been introduced. For example all programmes will now cover the United Nations Convention on the Rights of the Child to improve parental understanding of its key principles.
- As the Programme expands into new areas the initial hurdle will be to engage families within these areas. Introducing a new service into a new area takes time.
- Distance travelled will differ from year to year as families will start from differing points on the scale. For example, a recent quality assurance meeting in one of the new Flying Start areas identified that issues and levels of need of families were generally less concerning and the emotional literacy, parental confidence and parenting skills were greater than those generally found in other Flying Start areas. Families in this area will score themselves far higher and the intervention will be far shorter than those in other areas who receive a longer more intensive service.
- 2013-2014 data will be analysed following year end and this will help further develop and adapt Flying Start provision for 2014/15 and beyond.
- Despite making advances in recent years within Flying Start, Early Language Development continues to be one of the key issues for children in target areas of Swansea. The link between the different services within Flying Start is therefore of vital importance.

What works well now:

- A variety of programmes delivered by the parenting team and partners offering service users support that can be tailored to meet the needs of individual families.
- Ensuring that staff have access to training that provides them with the skills, knowledge and tools to support families effectively.

- Termly Quality Assurance meetings and monthly monitoring meetings using a multi –agency approach in each Flying Start setting. These provide the opportunity to discuss and plan individual cases so that a team approach can be developed to support identified issues that will help improve outcomes for young children and their families.

What we are going to do:

| What? | Why? |
|--|---|
| Further expansion in new targeted areas and engagement with families in these areas. Embed the multi-agency approach in the Flying Start expansion programme and review and build upon the joint planning meetings. | Improving outcomes for children and their families by focusing on engaging families at the earliest point in their parenting career in order to build resilience factors and preventing the need for families to require statutory services. |
| Launch Flying Start Website | To provide parents/carers easy access to Flying Start information and promote new expansion areas. |
| Embed and analyse the new distance travelled tools measuring improvements to parental skills, children's behaviour and confidence. | So that we can measure the impact of the services on improving outcomes for young children and their families. |
| To develop a pathway of support for parents to promote Early Language Development and enhance parent and child attachment. All Flying Start teams will work in partnership in order to build a calendar of programmes that will be easily accessed by all families both antenatal and following birth. Pilot to be started in the targeted area of Townhill. | To allow early identification and a targeted response to intensive early language development support. This will also provide a pathway of support for all families within Flying Start ensuring that children receive the best available support for them at the right time. |

A3. Flying Start children at or above the developmental norm

Aim: To help Flying Start children realise their potential with regard to the developmental norm. Every child should achieve a certain level of skills and abilities at particular ages.

Measure: % of Flying Start children assessed at or above their developmental norm.

| | Past Performance | | | | | Projection | | |
|-------|------------------|---------|----------------------|---------|---------|--|---------|---------|
| | 2009-10 | 2010-11 | 2011-12 ² | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| Age 2 | - | - | 43.78% | 52% | TBC | In future there is not an expectation that there will necessarily be a year on year improvement since each cohort of children from year to year is made up of different children with different individual needs. | | |
| Age 3 | - | - | 53.57% | 64% | TBC | | | |

Why this is important:

- It is important that children's development during their earliest years is assessed at suitable points so that professionals working with children and their families can respond appropriately to help improve outcomes.

The story behind past performance and expected trends:

- In line with Welsh Government Flying Start strategic guidance, all Flying Start eligible children have a robust developmental assessment at 2 years and 3 years as a minimum. This demonstrates the child's actual developmental against what it should be for that age. In future we will not necessarily expect a year on year improvement since each cohort of children from year to year is made up of different children with different individual needs
- The assessment at both 2 and 3 years will help the Health Visitor identify those that need targeted support and will prompt a referral to a particular service. E.g. Speech & Language Therapy.
- For the financial year 2011/12 there is not a full complement of data for the SOGS (Schedule of Growing Skills) developmental assessment so complete data is only available from 2012/13. It is not expected that there will be a full complement of robust data available until the Programme has reached steady state due to the complexities for expanding such a large scale in a short period of time and the challenges, particularly during expansion periods, for assessments to be completed within the national Flying Start timescale.

² 2011/12 result is based upon incomplete data from the Schedule of Growing Skills developmental assessment

- The developmental norms in 2012/13 have been republished by the Welsh Government due to an error with clarity in guidance. Therefore the figures in the table above have been reworked to fall in line with the new guidance.
- Despite making advances in recent years within Flying Start, Early Language Development continues to be one of the key issues for children in target areas of Swansea. The link between the different services within Flying Start is therefore of vital importance.
- The Welsh Government intends to procure the development of an all Wales Early Years Development Assessment Framework from birth to seven years of age. This may impact on the ability to compare data from one year to the next.

What works well now:

- After completion of the Schedule of Growing Skills at age 2 years any concerns/objectives/actions identified for individual children are shared with the Child Care Manager of the Flying Start setting that the child attends.
- Regular discussions are held between the Health Visitor and Child Care Manager to discuss progress. Co-location of the Health Visitor and Child Care Manager aids this communication, which is pivotal to improving the child's developmental attainment.
- Termly Quality Assurance meetings and monthly monitoring meetings using a multi-agency approach in each Flying Start setting. These provide the opportunity to discuss and plan individual cases so that a team approach can be developed to support identified issues that will help improve outcomes for young children and their families.

What we are going to do:

| What? | Why? |
|--|---|
| Continue regular meetings to ensure the SOGS data is robust. | So that any discrepancies / anomalies are identified early and an action plan formulated accordingly. |
| To develop a pathway of support for parents to promote Early Language Development and enhance parent and child attachment. All Flying Start teams will work in partnership in order to build a calendar of programmes that will be easily accessed by all families both antenatal and following birth. Pilot to be started in the targeted area of Townhill. | To allow early identification and a targeted response to intensive early language development support. This will also provide a pathway of support for all families within Flying Start ensuring that children receive the best available support for them at the right time. |

B. Support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential.

Why this is an Improvement Objective

There are key issues that have implications for the need to improve school attendance and attainment.

1. School attendance:

- There is a strong link which shows that children who attend school regularly improve their chances of raising their attainment and achieving their full potential.
- There was an improvement in Swansea's attendance figures for both Primary and Secondary phases in 2011-12 academic year. However, the national ranking for Primary attendance slipped.
- As a result, schools with low attendance have been targeted for support by the Education Welfare Service and the school's local authority link adviser.
- Nationally, all local authorities have entered into dialogue with the Schools Standard Unit on attendance with analysis and actions being provided for each authority.

2. Educational attainment:

- There has been good improvement in achievement and attainment in Swansea over the last 5 years but deprivation factors will continue to affect performance unless the focus on improvement is sustained.
- Ensuring children and young people have good literacy (and numeracy) skills is key to their chances of success.

The Council's contribution towards improvement

- Children and young people need the best circumstances and chances to achieve a full and rounded education in order to reach their potential. Failure to ensure this can lead to children and young people leaving school without recognised qualifications, which can see them drift into anti-social behaviour, become unemployed with poor prospects and fall into poverty.
- The first step to avoid this is to ensure that children and young people attend school regularly in the first place and that they have the necessary support and conditions at home in order to succeed.
- Once in school, children should be engaged using effective teaching and learning practices aimed at improving literacy and numeracy skills.
- These actions will help to reduce the number of young people who leave schools with no qualifications, or with poor qualifications, and increase the number who go on to further education, employment or training, helping to break the cycle of social exclusion and poverty

B1. School Attendance

Aim: To see an increase in school attendance

Measure: (EDU/016 a and b) % of pupil attendance in a) primary b) secondary schools

| | Past performance | | | | | Projection | | | |
|-----------|------------------|---------|---------|---------|--------------------------|--------------|--------------|--------------|--------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| Primary | 92.4% | 92.33% | 92.93% | 93.3% | 93.5% Actual 93.0% | 94.1% | 94.2% | 94.3% | 94.4% |
| Secondary | 90.7% | 90.6% | 91% | 92% | 92.2% Actual 92.3% | 93.3% | 93.4% | 93.5% | 93.6% |

Why this is important:

- If children do not attend school regularly then they will not fulfil their educational potential.

The story behind past performance and expected trends:

- Improvement can only be achieved through hard work on the part of schools, well developed systems and support from parents/carers.
- Improvements are often small in percentage terms and can easily be affected by things like people taking their children out of school for holidays, or events such as a measles outbreak.
- In recent years there has been a real emphasis on improving school attendance at a national, local authority and school level. There has been a much greater emphasis on analysis of data and comparative performance. In 2011-2012 Swansea showed good improvements in both Primary and Secondary attendance. However, authorities as a whole are showing improvement and at a faster rate than Swansea. In 2012-13, Secondary Attendance improved yet its ranking compared to the rest of Wales stayed the same. Primary Attendance fell and its ranking fell to joint last place.

- Swansea secondary schools generally show a positive trend in attendance over the past five years whereas many primary schools, over the same period, show a relatively flat trend. Swansea's relative position in comparison with Welsh authorities for 2011-12 and 2012-13 was 15th for secondary attendance. For primary attendance the relative position was 17th in 2011-12 and joint 20th (last) in 2012-13.
- In terms of performance in comparison with their group of similar schools, 36% (5/14) of secondary schools were in the top half of their group in 2012-13 which was a reduction from 60% (8/14) in the top half in the previous year.
- Only 22% (17/78) of primary schools' attendance were in the top half of their group of similar schools across Wales. That means that 78% (61) of primary schools are in the bottom half of their group with 52.6% (41) currently in the bottom 25%.
- The local authority and some schools know the kind of actions that lead to improved attendance. Good practice is shared amongst schools and practitioners, for example, at Improving Attendance seminars and through informal linkages between schools.
- Over the past three years the Welsh Government has produced detailed analysis of attendance data at a national, local authority and school level in the annual Attendance Analysis Framework. This data and attendant analysis contributes to schools having a better understanding of their patterns of attendance and provides an additional focus on the topic for both schools and the local authority.
- Revised codes for school attendance were introduced in 2010 (June). These have supported a better understanding of the coding of school attendance throughout Wales resulting in greater consistency between schools and local authorities. School attendance is one of the elements contributing to a secondary school's national performance banding.
- In summary, there is a greater focus on attendance now at all levels. This is combined with the availability of more sophisticated data and analysis enabling schools and local authority support services to target and plan more effectively. Early signs in 2013-14 academic year show a positive upward trend in primary and secondary attendance.

What works well now:

- Attendance is a now clear focus and priority within schools, aided by the new Estyn focus on attendance in school inspections;
- Schools are clearer about their own absolute and relative attendance performance;
- Schools have reviewed their attendance procedures using the Attendance Self Evaluation and have completed Attendance Action plans in line with guidance.
- Schools are clearer about what they need to do to improve attendance through data, information and sharing of good practice;
- In many schools there are good relationships between schools, parents, pupils and other agencies which contributes to improved attendance;
- Welsh Government and the Local Authority have produced more comprehensive and sophisticated data analysis and evaluation;
- Guidance for schools has been issued on new Attendance Codes to ensure correct recording; and
- targeted work by Education Welfare Officers and project workers to support schools and pupils with attendance issues has led to improvement in a number of primary schools.

What we are going to do:

| What? | Why? |
|---|------------------------------------|
| Improve attendance in primary and secondary schools. | To help improve school attendance. |
| Reduce the number of schools in the lower half of their group of similar schools. | |
| Continue to work closely with schools to set agreed and challenging attendance targets | |
| Continue to provide schools with clear data and analysis on their attendance performance in both relative and absolute terms. | |
| System Leaders will challenge schools on their attendance performance in their individual work with schools. | |

| What? | Why? |
|--|------------------------------------|
| Share good practice between schools via individual dialogue with headteachers | To help improve school attendance. |
| Provide training for school governors in relation to attendance. | |
| Identify the schools with the lowest performance and conduct joint reviews of their attendance self-assessments, action plans and systems. | |
| Introduce Penalty Notices for parents in respect of unauthorised absence from school in accordance with Welsh Government guidance. | |

B2. Improving literacy

Aim: To see an increase in children's literacy rates

Measure: Attainment in English or Welsh at Foundation Phase, Key Stage 2, Key Stage 3 and Key Stage 4

| | Past Performance | | | | Projections | | |
|---------------------------|------------------|---------|---------|--------------|--------------|--------------|--------------|
| ENGLISH | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| Foundation Phase | - | 81.3% | 81.6% | 83.4% | 84.4% | 85.4% | 86.4% |
| KS2 Level 4+ | 83.8% | 86.2% | 87.4% | 89.4% | 90.4% | 91.4% | 91.4% |
| KS3 Level 5+ | 76.8% | 80.2% | 82.3% | 85.8% | 86.8% | 87.8% | 88.8% |
| KS4 Level 2 (A*-C) | 63.0% | 64.7% | 63.1% | 63.1% | 63.6% | 64.1% | 64.6% |

| | Past Performance | | | | Projections | | |
|---------------------------|------------------|---------|---------|--------------|--------------|--------------|--------------|
| WELSH | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| Foundation Phase | 93.3% | 85.8% | 89.4% | 89.6% | 89.8% | 90.0% | 90.0% |
| KS2 Level 4+ | 84.2% | 90.6% | 91.2% | 91.7% | 91.7% | 91.7% | 91.7% |
| KS3 Level 5+ | 82.0% | 88.6% | 87.6% | 86.0% | 86.0% | 86.0% | 86.0% |
| KS4 Level 2 (A*-C) | 86.1% | 87.8% | 87.2% | 87.2% | 87.4% | 87.6% | 87.6% |

Why this is important:

- Increasing the percentage of pupils perform well in the assessment of English or Welsh will contribute to meeting every learner's need to be able to read, write and be numerate in order to achieve success in schools and beyond.

The story behind past performance and expected trends:

- There has been a sustained focus in Swansea on improving Literacy and Numeracy since the end of the 1990s as a response to concerns about the performance of Swansea pupils and the link between deprivation and low literacy levels.
- In the last three years Swansea developed a local school-based literacy strategy, the *8 Reading Behaviours*, which is proving to be very effective; the strategy aims to provide pupils with all the skills needed to be a fluent reader.

- There are also complementary strategies for improving readiness to read in very young pupils, improving writing and helping pupils who are just below the expected level of performance to 'catch-up'.
- These strategies are weighted to provide a greater level of support to schools and pupils in the target areas of high deprivation and the School Effectiveness Grant funding is also being focused by schools on literacy (and numeracy). All literacy strategies are boy-friendly and schools have reported improved eagerness to read and write amongst boys. In addition, the Pupil Development Grant (PDG) has doubled in value for 2014-15. It will be targeted to support pupils in receipt of free school meals, with particular emphasis on improving boys achievement.
- The Welsh Government has recently introduced a Literacy (& Numeracy) Framework which shifts the focus of what is tested away from 'English' to literacy.
- There are now annual national literacy (and numeracy) tests for all pupils. The reading test in 2013 was not reliable so a new baseline to measure success will now be set in summer 2014. Until then no comparisons with literacy levels in other local authorities can be made. For this reason, the measure associated with this Aim has been changed from one on reading tests to nationally published performance in English and Welsh at four key points during formal education.
- More robust assessment and moderation processes at Key Stage 2 and Key Stage 3 will help increase the rate of improvement in performance

What works well now:

- The local literacy strategy has contributed to the good performance at Key Stage 4.
- The 8 Reading Behaviours and other strategies on developing early literacy skills in nursery and improving writing across all schools.
- School inspections by Estyn have been positive in respect of Literacy and Numeracy, with no issues reported.
- Welsh literacy is good and compares very well nationally.

What we are going to do:

| What? | Why? |
|--|---|
| Target resources to need e.g. to schools with the highest level of overall concern, to areas/schools where literacy and numeracy are at a significantly low level, to pupils with greatest need within schools | So that every child and young person has the opportunity to be literate, to access the curriculum and go on to achieve their potential. |
| Instigate more regional reviews of literacy (and numeracy) in targeted schools. | |
| Support schools and clusters to improve assessment processes at Foundation Phase, Key Stage 2 and Key Stage 3. | |
| Improve tracking of pupils beyond the end of an intervention in order to assess continuing progress. (Estyn Recommendation) | |
| Train teachers and support staff on national, regional and local literacy and numeracy strategies | |
| Support the development of the national Literacy & Numeracy Framework by sharing effective practice on improving skills and performance across schools. | |

B3. Improving attainment

Aim: To see an increase in the percentage of pupils achieving the Level 2 Threshold including English / Welsh and Maths.

Measure: (EDU/017) % of pupils achieving the Level 2 Threshold inclusive of English / Welsh and Maths

| Past Performance (Welsh Government stats) | | | | | | Projection | | |
|---|---------|---------|--|------------------------|------------|------------|------------|------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 49.2% | 52.1% | 53.2% | 54.6% WG published result for 2012 | 55% Actual 55.3% | 56% | 57% | 58% | 59% |

Why this is important:

- The Council would like to provide pupils with opportunities in schools which help them to improve the basic skills that every learner needs so that all pupils are able to read, write and be numerate.

The story behind past performance and expected trends:

- Since the 'Level 2 threshold Inclusive' (5 GCSEs or their equivalents achieved at grades A*-C including English/Welsh and Maths.) first became a national indicator in 2008, Swansea's improving performance and place in the national rankings have been good and well above the expected level which shows that the focus on literacy (and numeracy) over the last 15 years has been effective. In 2012/13 Swansea was placed 9th out of all the Welsh authorities with a result of 55.3% compared to 52.7% for Wales.
- The English language GCSE results fell in Swansea and in Wales in 2012/13. Prior to that there had been a good improving trend with Swansea ranked 6th in Wales in 2011/12. For Maths there has been an upward trend in pupils achieving A* - C over the past 5 years which has been consistently above the Wales average.
- In 2013 the All Wales Reading Test score for pupils age 11 (Year 7) rose to 100.3 points (99.4 in 2012) but the score for pupils aged 7 (Year 2) fell slightly to 95.9 (96.4 in 2012) although an upward trend was maintained. Boys' average scores were typically about 3 points below girls. One-off tests in 2012 had shown that the Literacy strategy is effective with significant improvement recorded by targeted pupils.
- There have been strategies for improving literacy since the end of the 1990s and in the last four years Swansea has developed a local school-based literacy strategy, the 8 Reading Behaviours, which has proved to be very effective and was praised by Estyn when they inspected the authority in June 2013. The strategy aims to provide pupils with all the skills needed to be a fluent reader.

- There are also complementary strategies for improving readiness to read in very young children, improving writing and helping pupils who are below the expected level of performance to 'catch-up'. These strategies are weighted to provide a greater level of support to schools and pupils in the target areas of high deprivation. The School Effectiveness Grant funding is being focused by schools on literacy and numeracy.
- All literacy strategies are boy-friendly and schools have reported improved eagerness to read and write amongst boys. In addition, the Pupil Development Grant (PDG) has doubled in value for 2014-15. It will be targeted to support pupils in receipt of free school meals, with particular emphasis on improving boys achievement.
- The Welsh Government has introduced a Literacy & Numeracy Framework which shifts the focus from 'English' to development of literacy skills across the curriculum and similarly from 'Maths' to numeracy skills development.
- New annual national reading and numeracy tests began in 2013 for all pupils. However, there were issues with the standardisation of the national reading test so a new baseline to measure success will now be set in summer 2014.
- The authority will continue to develop the local Literacy Strategy alongside the national Literacy & Numeracy Framework in order to help improve literacy and educational attainment. The development of the local Strategy is directed by the Cluster Headteacher group.

What works well now:

- In autumn 2013 Estyn acknowledged improved standards, especially at Key Stage 4, in Swansea. The expected level of performance had been achieved or exceeded. Estyn also praised the local literacy strategy.
- Swansea secondary schools were used as models of good practice by Estyn in conferences and documentation in 2013.
- The authority is adopting the new Welsh Government's Literacy & Numeracy Framework and embedding the effective local school-based literacy strategy and other strategies across all schools to help drive up literacy standards.
- There are also more regional literacy and numeracy reviews for targeted schools and Swansea is using funding effectively to prioritise schools.

What we are going to do:

| What? | Why? |
|---|--|
| <p>Improve the consistency of challenge to schools in order that they raise standards.</p> | <p>To comply with the recommendation from Estyn.</p> |
| <p>Reduce the number of secondary schools in the bottom 50% of their group of similar schools (3 in 2012-13) by setting appropriately challenging targets.</p> | |
| <p>Target resources to need e.g. to schools with the highest level of overall concern, to areas/schools where literacy and numeracy are at a significantly low level, to pupils with greatest need within schools</p> | |
| <p>Train teachers and support staff on literacy and numeracy strategies</p> | |
| <p>Enable school-to-school support so that effective practice on improving skills and performance is shared across schools and authorities.</p> | |

C. People are safe, well and supported to live independently (Child & Family Services)

Why this is an Improvement Objective

There are key issues that have implications for the need to improve children's social services.

1. Local context:

- Swansea has the second highest overall population of the 22 Welsh Unitary Authorities. The overall population of children and young people (0-17 years) in Swansea is 46,808, which is approximately 20% of the total population. This population is growing fast and is projected to rise:
 - by 2% between 2013 and 2020, and
 - by 5% between 2011 and 2030.
- The overall population growth is likely higher in Swansea than rest of Wales. Also Swansea has 12% of its local areas in the 10% most deprived in Wales, and 25% of Swansea's local areas are among the 20% most deprived in Wales. More children are being raised in high levels of poverty, as families are experiencing the harsh social and economic conditions related to austerity measures and welfare reforms.
- Each of these changes are likely to lead to significantly higher demand for all children and young people services, including children with complex social care needs, over the coming years.
- A recent independent review (May 2013) concluded that Swansea has been:
 - Highly successful at reducing the rate of referrals and re-referrals to Children's Social Care.
 - Successful at managing the rate of children in need.
 - Successful at keeping the number of Children on the Child Protection Register relatively low and steady when elsewhere in the UK, these numbers have been growing significantly.
 - Successful in supporting looked after children to find a range of stable, including permanent, placements.
- We still need to focus our efforts on reducing the overall number of looked after children and young people looked after, to be in a better position to help children in need, through more preventative and early intervention services.
- There are some improvements to be made by Swansea Council and partners:
 - We aim to achieve the best possible outcomes for children in need. We continue our progress in key areas of Swansea's 5 Year Safe LAC Reduction strategy.
 - To monitor the children in need population and the impact of welfare reforms on families in Swansea.
 - Develop services for children and young people on the cusp of entering the care system.

- We improve services to looked after children who are approaching adulthood and care leavers

The Council's contribution towards improvement:

- The Council respects the rights of all children, as expressed by the UN Convention on the Rights of the Child, and seek to promote all the things that children and young people need to make sure they are healthy, happy and safe.
- The Council wants to achieve the best possible outcomes for children in need and children looked after in terms of each realising their full potential and the best possible life journey.
- The Council in acting as corporate parents wants to improve the health and enhance the well-being of all children looked after.
- The Council want children to become responsible citizens, and to fulfil the goals and ambitions they have for themselves and ultimately provide good parenting to their own children.
- The Council wants all children to enjoy learning and to benefit from the experience.
- The Council wants children to experience a positive set of relationships, and to feel valued and loved for who they are.

C1. Reducing children in need coming into care

Aim: To reduce the number of children in need who then are coming into care.

Measure: Number / % of children becoming looked after per 10,000 child population

| | Past Performance | | | | | | Projection | | |
|---|------------------|---------|---------|---------|---------|-----------------------|------------|------------|------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 TBC | 2014-15 | 2015-16 | 2016-17 |
| Number of children becoming LAC | 170 | 268 | 193 | 161 | 221 | 167 | 160 | 150 | 140 |
| % of entry in LAC (per 10000 pop 0-17) | 37.4 | 59.01 | 42.80 | 35.39 | 47.21 | 34 | 32 | 30 | 28 |

Why this is important:

- The Council want all children to be healthy and to achieve well-being.
- The Council wants to support children where possible in need locally, as close to their home where we can support them to access services likely to the best outcomes.
- Children should only enter into the looked after system when this is genuinely the best or only option to safeguard or promote their health and wellbeing.
- The term 'looked after' is applied to a child for whom the Local Authority is providing care and accommodation, either by a Court Order or in agreement with the child's parent or guardian.
- Some children with disabilities are also classed as 'looked after'; for example when they receive either a specialist placement or regular short breaks requiring statutory support.
- A relatively small number of children, who have entered into the looked after system, are accessing a considerable proportion of the Council's resources..

The story behind past performance and expected trends:

- Achieving fewer children becoming looked after this year is the culmination of considerable effort in taking the Safe LAC Reduction strategy forward. Progress is expected over the full 5 years but the step changes seen this year are not expected to be repeatable year on year as past performance suggests. There are still a number of children who continue to need to be cared for away from their natural families. We need to fully understand the factors that contribute to children becoming looked after, and the reasons behind their presenting needs. There are immediate causes to a child needing to be looked after, such as sexual abuse, emotional abuse, neglect, family conflict or behavioural difficulties, and cases are often typified by incidence of, and combinations of domestic violence, poverty, family substance misuse, and family breakdown.

- Our priority is always to ensure the child is safe and protected, and to ensure that a plan for achieving permanence in each looked after child's life is agreed at the earliest opportunity. Projections have been amended to reflect the considerable progress made this year, as well as the expected 2% increase in the child population (0-17 years in Swansea) by 2020.
- Since demand for Child and Family Services is frequently subject to such severe and sudden fluctuations, for example a large group of siblings may need to be found an emergency placement at short notice, it is essential to have an evidence based strategy. Also senior managers must be equipped with an updated and detailed knowledge about the nature of future demand, in order to ensure there is an available supply of suitable, high quality yet cost effective placements; to ensure we are managing our resources effectively. This year is year 2 of Swansea's Safe LAC Reduction strategy, and we are successfully turning the curve in the number of children becoming LAC.
- Overall the rate of looked after children is high in Swansea, although not as high as some comparator authorities. Our focus remains on those children entering the care system. Whilst we must ensure vulnerable children are safe and protected, we also recognise that the best outcomes are generally achieved within supportive families. Achieving these improvement targets requires a coordinated effort; through social workers working closely with families, other professional and agencies to ensure that root causes of children becoming looked after, such as child poverty, substance misuse and domestic violence, are being actively tackled.

What works well now:

- There is already a strategic approach ensuring the best possible outcomes for children in Swansea's Safe LAC Reduction Strategy.
- Through Signs of Safety and Solutions focused thinking, we are improving social worker's practice, and the skills of a range of professionals, to ensure the safety of the children and to build on the resilience in families.
- We are currently providing a range of high quality services aimed at managing demand for Child & Family Services in Swansea.
- Through the Children and Young People programme we have a strategic, joined up approach to ensuring the best possible outcomes for children in Swansea.
- Through our range of early intervention and prevention services we are best placed to reduce the risk of children entering the care system e.g. Integrated Family Support Service, Team Around the Family, Option2 and a range of Family Support Services
- These high quality services are now targeted at children & families in need, and those at the cusp of needing managed care.
- Through this change programme, we are well placed to implement the Social Services and Wellbeing (Wales) Bill.

What we are going to do:

| What? | Why? |
|---|---|
| Continue to monitor the effectiveness of the Safe LAC Reduction strategy, and its success in achieving the best possible outcomes for this small group of children. | To improve outcomes for children looked after and safely reduce the need for children to become looked after. |
| We aim to support each looked after children to achieve permanence at the earliest opportunity. | |
| Children, where appropriate, will be placed within, or close to, their local area. | |

C2. Reducing re-referrals and Children in Need requiring Social Services intervention

Aim: To reduce impact of population growth and welfare reforms on demand and the numbers of children in need, including looked after children services, over the next 2-10 years.

Measures: Rate of re-referrals received.
Total number of children in need requiring social services intervention within Swansea.

| | Past Performance | | | | | | Projection | | |
|--|------------------|---------|---------|---------|---------|-------------|--------------------------|--------------------------|--------------------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| | | | | | | TBC | | | |
| SCC/010 Rate of Re-referrals | 33.9 | 40.8 | 34.8 | 30.9 | 27.8 | 20 | 18 (25) | 17 (24) | 16 (22) |
| Total No. of Children in need (open cases) in year | 4586 | 3164 | 3504 | 4719 | 4921 | 3494 | Reduced Number | | |

Why this is important:

- We aim to ensure that the most effective work by social services is being carried out with the children, young people and families who are most in need. This requires a continuous improvement in child protection and safeguarding practices across the whole council and health system.
- It is crucial that we all work together effectively, and that any strategies and service plans are focused on the prevention and early intervention of the most vulnerable children and families in need. We aim to reduce the occurrences where a formal social services intervention is required in support of a child's well-being.
- In Swansea there is a growing diversity of culture, ethnicity and religion. In all our work with children and families we must promote their diversity and cultural differences, religion and racial identity.

The story behind past performance and expected trends:

- Overall the number of children in need in the year has fallen back to similar levels of 2010/11. Whilst the number of referrals to Children's Social Care Services has fallen, the overall number of contacts remains fairly stable. The number of children in need with a disability in Swansea also appears to be just above the Wales average.
- As part of the Safe LAC Reduction strategy we are coordinating a consistent response to children in need. By work with partners to improve the effectiveness of their work with children in need, we are in a position to keep the number of referrals lower, and at the same time ensure that we are not delaying a formal intervention to protect a child in need. This year the rate of re-referrals has fallen also steadily which suggests our targeted interventions are being effective.

What works well now:

- Child and Family Services and the Children and Young People Programme are coordinating a range of high quality service efforts such as promoting inclusion, Integrated Family Support Service, Team Around the Family, Option 2 and other support service like supervised contact.
- Services such as 'Promoting Inclusion' provides support to children at risk of school exclusion by encourage work with children to help them remain at home, within their schools, through community based approaches to exclusion.
- We have remodelled the front door access arrangements to Child & Family Services to work effectively in managing contacts, referrals as well as consultations with other professionals concerned with child welfare.
- Children and young people receive a good and timely assessment of their needs.

- There are many examples of good preventative work and creative use of resources to achieve the best outcomes for children and young people through new approaches, such as solutions focused support planning in which social workers help children and families to agree support plans with their own strategies to managing problems at home.

What we are going to do:

| What? | Why? |
|--|---|
| Continue to align the social services 'front door', with wider range of family support services and Foster Swansea. | To extend the range of options available to children and families. |
| Target early intervention and prevention services, such as Team Around the Family (TAF) provided via Children and Young People programme, on children and families | To prevent escalating need for statutory social services involvement, and in particular recourse to LAC services |
| Hold consultations and make suitable referrals to the regional Integrated Family Support Service (IFSS) where intensive interventions can make the difference in families trying to make some big changes. | |
| Address the impact of welfare reforms on child poverty and families in need. | To promoting access to specialist advice and support at an early stage and to maximise income. |
| Continue to monitor any changes in the local population. | To review the impact on demand and the number of children in need, including looked after children services over the next 2-10 years. |

C3. Support for services and systems operating at just below the threshold for children's social care

Aim: To reduce demand for children's services for children in need and children looked after by targeting family support within a whole system approach.

Measures: Number of children looked after.
Rate of looked after children per 1000 population 0-17 years.

| | Past performance | | | | | | Approx. Projection | | |
|--|------------------|---------|---------|---------|---------|----------------|--------------------|------------|------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 TBC | 2014-15 | 2015-16 | 2016-17 |
| No of children looked after | 413 | 558 | 580 | 554 | 588 | 537 | 513 | 500 | 488 |
| Rate of LAC (per 10000 population 0-17) | - | 123 | 128 | 123 | 125 | 114 | 108 | 104 | 102 |

Why this is important:

- A child may be at risk of becoming looked after as a result of temporary or permanent problems facing their parents, as a result of abuse or neglect of the child or because of the child's behaviour, or where a child has no one to care for them.
- The Council will work in partnership with parents in meeting children's needs by focusing on their strengths and finding own solutions.
- We will work with parents and extended family members in order to enable them to meet their children's needs including their need for protection.
- There is strong evidence of the positive impact of targeted family support services and effective whole-systems such as Team around the Family (a preventative model aimed at stopping issues spiralling out of control and the need for social services intervention).
- When children cannot be looked after by their parents it is crucially important that we identify the next best alternative, such as a family and friends carer, or a matched placement with foster carer or through adoption.

The story behind past performance and expected trends:

- We are improving the take up and impact of services designed to reduce entry into care and/or to promote a swift return home (by need type and age). The children may be entering care temporarily or permanently following child protection proceedings and we would expect a child to be beginning a placement with a foster family or residential care placement with a plan for permanence in place.

- Swansea’s trend, in relation to the number and rate of looked after children, is now favourable to other comparable local authorities. Whilst the overall number to 2014 remains stable and falling, other local authorities have experienced very significant increases. The number of looked after children in Wales has increased by 24% per cent over the last five years, with a Wales average rate at 91 in 2013.
- The headlines in relation to the number of looked after children and young people in Swansea to date (Feb. 2014) are as follows:
 - The overall number of looked after children have fallen by 8% in the last year.
 - Children and young people who are becoming looked after in Swansea has fallen, for the first time in a few year, and by 20% which is the target set within Swansea’s Safe LAC Reduction Strategy.
 - Swansea’s population rate of LAC is now closer to Wales average at 114, compared to 125 last year.

What works well now:

- The Council has retained social workers who continue to develop their practice experience, skills and knowledge; and this is being applied in their direct work with children and families.
- Building strong, positive relations with children, families and communities through locality teams and coordinated multi agency working.
- Remodelling the range of services to support children and families to achieve permanence at the earliest opportunity.
- Bring placements for children closer to their home area to promote links with their families where appropriate and to improve access to services.

What we are going to do:

| What? | Why? |
|---|---|
| With partners ensure the promoting inclusion programme services and activities are targeted at children who are on the cusp of social services involvement, or of entering the care system. | To improve outcomes and reduce the demand for children’s services for children in need and children looked after. |

C4. Developing services to respond even better to children and young people on the cusp of care

Aim: To improve services to children and young people who may be at risk of becoming looked after

Measures: (Child Protection)

% of children on CPR who have been de-registered and then re-registered.

% children who remain on the CPR for more than 1 Year.

| | Past performance | | | | | | Projection | | |
|---|------------------|---------|---------|---------|---------|----------------|------------|---------|---------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 TBC | 2014-15 | 2015-16 | 2016-17 |
| % of children on CPR who have been de-registered and then re-registered | 7% | 7% | 11% | 5% | 16% | 20% | 15% | 10% | 5% |
| % children who remain of the CPR for > 1 Year | 25% | 24% | 18% | 23% | 14% | 16.5% | 16% | 15% | 14.5% |

Why this is important:

- Our priority will always be to avoid the necessity of children having to come into care and we will always look for safe and appropriate alternatives.
- In Swansea we believe that children do best in family placements and it our responsibility to ensure that we secure care for children within a family home and whenever this is possible within the local area.
- The next best alternative to the child's own family or extended family is foster care.
- The Council contributes a significant amount of resources to supporting a relatively small number of looked after children through supported placement and managed care.
- There is strong evidence of the positive impact of targeted family support services and effective whole system approaches that supports children regardless of professional or organisational boundaries.

The story behind past performance and expected trends:

- Our primary concern is always to safeguard and to protect children at risk of significant harm and abuse. It is important that we keep a check on children who were subject of a child protection plan, and then taken off the Register, only to be the subject of a further concern sometime in the future.
- We considered whether to refocus the measure to Children re-registered within one year, as this could be a better indicator of whether the safety plans agreed in Conference, and through proceedings are being carried out effectively and in partnership with families and other professionals. We will continue to profile the children who are returning to the Child Protection Registers, and whether the factors associated in the new episode are linked to previous experiences, and practice interventions.
- We have made better than expected progress on ensuring that children do not remain on the Register for a longer than necessary period of time. Projections have been adjusted to reflect this in a way that ensures we are focused on children at risk, and who may be on the cusp of entering care temporarily or permanently following child protection proceedings.
- In Swansea, the number and rate of children on the child protection register has remained reasonably stable. The number of children on the Child Protection Register (CPR) in Swansea has hovered around the 200-250 mark for a number of years; although the figure has been slightly lower during most of this year.
- Recent changes in guidance on the Public Law Outline arrangements, has speeded up the time it takes to take a case through Court proceedings, and this may be impacting upon the numbers and targets in this area. Overall the rates of Child Protection work in Swansea are very similar to the Wales average, and to other comparable local authorities.

What works well now:

- Working with Corporate Legal team to ensure that public law outline arrangements are followed, and that we are achieving more registrations and deregistration by working effectively to support child and family in their safety and child protection plans.
- Changes within Service Quality Unit have improved quality and timeliness of Child Protection conferences, improving the quality of Child Protection plans, which are then followed up in timely reviews

What we are going to do:

| What? | Why? |
|---|---|
| Continue to develop legal support to teams in implementing new public law arrangements. | To achieve more timely case closures for children on protection register. |

| What? | Why? |
|--|---|
| Streamlining multi-agency panels for discussing complex cases and targeting resources. | To safely divert children from recourse to looked after services by best ensuring use of services for children on the cusp of care. |

C5. Improving access to resources for looked after children and care leavers

Aim: To improve access to resources for children looked after and care leavers, and to support this by undertaking a more detailed analysis of spend by all partners on looked after children

Measures: % children looked after in Swansea who are supported in a family placement, versus residential care (balance of care)

| At year end | Past performance | | | | | | Projection | | |
|--|------------------|---------|---------|---------|---------|-----------------------|------------|------------|--------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 TBC | 2014-15 | 2015-16 | 2016-17 |
| % of children in Mainstream Foster Care placed with Foster Swansea | n/a | 49% | 45% | 50% | 53% | 57% | 58% | 60% | 62.5% |
| No. of children in residential care | n/a | 43 | 46 | 55 | 62 | 50 | 48 | 45 | 43 |
| % children looked after in a family placement | n/a | 92% | 92% | 89% | 88% | 92% | 93% | 94% | 95% |

Why this is important:

- Many children looked after are at greater risk of social exclusion than other children of a similar age.
- Having the right placement in the right place, at the right time, is a vital factor in improving the stability of placements for looked after children, which in turn is a critical success factor in relation to better outcomes for children who are looked after.
- Securing sufficient placements and accommodation that meets the needs of children who are looked after is a vital step in delivering improved outcomes for this vulnerable group.
- The Council are responsible as corporate parents for looked after children
- The Council expects that each looked after child will be registered with a local G.P., dentist and optician and regularly checked to make sure they remain healthy and that health outcomes are more achievable when the child is placed locally, and can access high quality services.

The story behind past performance and expected trends:

- Swansea has made considerable progress this year, towards the sustainable targets set within the 5 year Safe LAC Reduction Strategy. We have recruited more foster carers, matched and placed children into adoptions with families and now a far greater proportion of placements are now being made locally through Foster Swansea, rather than Independent Fostering Agencies.
- There are now far fewer children in residential placements, and those children who are in residential care are likely to be children with complex needs who are specialist placement, commissioned to meet very specific educational or disability needs or legal requirements. Children with complex needs will always have to be considered for specialist placements out of area, where these services do not exist locally.
- We always expect a child to be beginning a placement with a plan for permanence in place. Overall more children are now being supported within families, and to reflect this achievement, we are in a position to adjust the projections for future years.

What works well now:

- We are ensuring that children who are looked after have placement choices, by ensuring good quality foster care placements are available closer to home.
- We are recruiting and retaining a higher number of foster carers (Foster Swansea).
- By increasing the number of specialist foster carers, we are able to find placements to meet a wider range of needs; through family and friends, mainstream, therapeutic and short break carers.
- We are working with foster carers to ensure that they are well trained, supported and rewarded for their work in achieving positive outcomes with children they look after.
- Through regional commissioning we are ensuring that suitable placements are cost effective, and achieving high quality standards.

What we are going to do:

| What? | Why? |
|---|--|
| Coordinate efforts with partners through a Safe LAC Reduction strategy. | To help children looked after achieve permanency and provide better outcomes for children at the earliest opportunity. |

| What? | Why? |
|---|---|
| <p>Work to ensure more children who are looked after are cared for in supportive families, achieve permanence, and the best outcomes through adoption, special guardianship orders or placements with family and friends.</p> | <p>To help children looked after achieve permanency and provide better outcomes for children at the earliest opportunity.</p> |
| <p>Commission both regionally and locally a wider range of services to support children with complex needs, and to ensure placements are available at lower cost and high quality.</p> | |
| <p>Improve our model of transition for young people aged 16 and over, who have complex needs, in planning and supporting their move from children's to adult services.</p> | |
| <p>Ensure that placements and supporting services provide adequate support for young people who may be at risk of offending and care leavers.</p> | |

D. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.

Why this is an Improvement Objective

Swansea has some fundamental economic issues that it needs to deal with. The Council has a role in increasing social benefits from regeneration projects and setting the strategic planning framework to enable economic growth.

1. Economy and Labour Market³:

- Swansea has significant economic potential but faces a number of critical challenges to its future economic growth.
- The analysis undertaken as part of the Regional Economic Regeneration Strategy identifies Swansea's key role within the City Region, but illustrates that a number of structural weaknesses have to be overcome in order to drive new prosperity.
- Fundamental issues such as low productivity, high unemployment, economic inactivity, and deficiencies in skills are amongst the core concerns.
- Economic Activity and Employment Rates in Swansea are below the equivalent Wales and UK figures. Unemployment rates (survey-based) in Swansea are above Wales and UK rates, although claimant rates are lower.
- Other labour market statistics reinforce Swansea's role within the South West Wales sub-region and its position as a service sector-focussed economy with a high proportion of public sector jobs.

2. Competitive Place Making:

- The Council recognises that it has to collaborate with its partners in the private sector, government, academia and third sector to overcome Swansea's challenges and to drive growth within the region.
- This includes working jointly on a variety of initiatives and projects including the ambition of creating a distinctive place with competitive infrastructure that supports investment in high value knowledge based sectors.
- The Council's performance in its role as Planning Authority and also how it maximises employment and skills opportunities from large infrastructure projects are therefore central to the competitive place making challenge.

The Council's contribution towards improvement

- Maximising the impact of regeneration projects through offering and facilitating linked training and work placements is an important way in which the City & County of Swansea can prepare citizens for the challenges that lie ahead.

³ Swansea Local Service Board (2013) *Strategic Needs Assessment*

- The City & County of Swansea is participating in two major schemes to help achieve this: Workways and Beyond Bricks and Mortar.
- The Beyond Bricks & Mortar (BB&M) scheme helps local businesses become part of the regeneration programme through the use of clauses in contracts that will provide social benefits in the form of opportunities for the long term unemployed and economically inactive.
- The Workways project involves Swansea working with three other local authorities within the region to engage with the economically inactive and long term unemployed and to help support them back into employment.
- Workways will provide tailored support to those taking part assessing their needs and putting them in touch with appropriate employers (Nb – The Workways project as at 2013/14 is subject to review by the Welsh Government).
- The economic wellbeing and regeneration of the City & County depends in part on the development of large projects, be they retail, housing or industrial.
- This is both in terms of the economic benefits of the finished development if it's commercial, and the employment & trade generated by the construction process.
- There needs to be a successful partnership of developer and local planning authority in bringing forward schemes to the planning approval stage that assist economic development.

D1. Increasing projects with social benefit clauses

Aim: To increase the numbers of projects that have social benefit clauses and Beyond Bricks and Mortar in their contracts.

Measure: (BBMA1) Increase in the number of projects with social benefit clauses & Beyond Bricks and Mortar in their contracts.

| Past Performance | | | | | Projection | | |
|------------------|---------|---------|---------|-----------|------------|-----------|-----------|
| 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| - | 9 | 12 | 17 | 16 | 18 | 19 | 20 |

Why this is important:

- The Council would like to increase the number of its contracts with social benefit clauses in them through the Beyond Bricks and Mortar (BB&M) initiative. These clauses specify that the contractor needs to create opportunities for training, employment and work experience for the unemployed and economically inactive. This will improve the employment prospects and skills of people in Swansea.

The story behind past performance and expected trends:

- Austerity measures assumed a slowdown in Council spending, which resulted in a lower projection of contracts for this financial year.
- Since placing social benefit clauses within specific regeneration contracts became Council policy it has taken time to embed the initiative within the culture and practices of the Council.
- There are macro-economic influences, which the Council has little control over that also dictates whether or not finance will be made available and projects will come to fruition.
- Increased awareness of BB&M within the Council's procurement and project teams has helped progress the aims of the BB&M initiative by ensuring that new projects are highlighted to the team. This should have a positive impact on economic growth.
- In the absence of large regeneration projects, social benefit clauses have been put into smaller contracts, such as Housing refurbishment schemes, which have maximised the opportunities available overall.
- Although this year's targets have been met, in future years there could be less contracts available for social benefit clauses due to public sector spending cuts and framework contracting structures.

What works well now:

- Beyond Bricks & Mortar exists to ensure that money spent on public sector projects achieves social benefits for people and communities above and beyond the scope of what is actually being purchased.
- The scheme is supported by the Council's procurement team and departments that are letting suitable contracts, with whom Beyond Bricks and Mortar has built a relationship.
- Beyond Bricks and Mortar has built up experience in calculating the social benefit clauses in contracts to get the most benefit for the community.
- By working in partnership with training organisations and schemes that help the unemployed, Beyond Bricks and Mortar is able to fill the training places created with people who need the most help to get back to work. This year there have been 1500 weeks of training provided and 17 new people started training.
- Beyond Bricks and Mortar has been able to put clauses into smaller contracts as well as the Council's Property Development grant schemes, providing training and employment opportunities wherever possible.

What we are going to do:

| What? | Why? |
|--|--|
| <p>Increase awareness and understanding of the aims of the Beyond Bricks and Mortar scheme and social benefit clauses.</p> | <p>So that any fears may be allayed, especially with project sponsors, in order to encourage participation in the scheme and ensure its success.</p> <p>Staff reductions and changes to Council structures means that further awareness raising of BB&M will be needed to ensure staff pass on details of new contracts.</p> <p>Only by getting timely information from others can social benefit clauses be put into contracts.</p> |
| <p>Continue to place clauses into the Council's contracts, creating new ways to gain opportunities from the smaller contracts.</p> | <p>To maximise opportunities from all contracts, in the absence of larger regeneration contracts.</p> |
| <p>Increase networks within the public, private and third sectors and with those that engage with beneficiaries.</p> <p>Expanding the means of networking used by Beyond Bricks and Mortar, such as sharing information through the web portal 'Inform Swansea'.</p> | <p>To help ensure that the number of employment and training opportunities is increased and that there will be sufficient numbers of people who will be aware of them and ready to take them up.</p> <p>Training programmes change often and it is important to keep in touch with new and changing initiatives so the correct information can be given to contractors.</p> |
| <p>Support more service based contracts within the Beyond Bricks and Mortar scheme.</p> | <p>To maximise opportunities in a wider range of the Council's contracts.</p> |
| <p>Work with Cyfle, the shared apprenticeship scheme to widen the scope of the opportunities that we create.</p> | <p>So that short term contracts can play a bigger role in an individual's development through training, work experience and employment opportunities.</p> |

D2. People entering employment

Aim: To increase the numbers of people entering employment as a result of participation in the Workways project.

Measure: (WWC1) The number of people entering employment as a result of participation in the Workways project.

| Past Performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|----------------------|------------|------------|------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| - | - | - | 201 | 287 | 220 projected | 300 | 375 | 400 |

Why this is important:

- The Workways project involves Swansea Council working with three other local authorities within the region to engage with the economically inactive and long term unemployed and to help support them back into employment.

The story behind past performance and expected trends:

- Workways provides a blend of support that is proven to help people into employment and stay employed.
- The approach is one where the client's needs are recognised and placed at the forefront of an action plan aimed at making the return to the workplace much easier.
- Since its inception, Workways within Swansea has undergone a number of structural changes before reaching its present size and range of activities. Chief of these has been the introduction of a team dedicated to finding job opportunities.
- For a number of reasons this has been smaller than what is required but the critical mass of the project is still set to increase.
- 2013/2014 saw a number of staff losses for various reasons.
- A delay in receiving a formal approval letter from the Welsh European Funding Office resulted in a delay in the recruitment process, which has in turn, impacted in the number of outputs achieved during the period. Caseload numbers had to remain manageable for those staff members still working on the project.
- Ten new members of staff were recruited in December 2013/January 2014. Six additional vacancies were not filled at the time and recruitment will take place again in early 2014.

- During 2013/2014, the Genesis project closed and as part of the pilot project the remaining project participants and staff were due to join the Workways project. However, there were no staff and the number of participants was much lowered than anticipated. All of these factors again have contributed to lower than expected outputs.
- The project has requested for an extension to the end of the project to September 2014. Due to the delay in this approval, the project has had to put on hold any further approval of funded placements (Temporary Job Opportunities). A high percentage of these placements lead to jobs with the company so this has also had an impact on the output figures.

What works well now:

- Other schemes working with people refer their clients to Workways when it is felt that they are ready to consider employment.
- Awareness of the activities of the Swansea team ensures a good supply of new project participants.
- Refer participants and Businesses onto other suitable support organisations within the county.
- The Project's capacity to remove barriers for those desiring to return to work and provide temporary job opportunities as part of an individual's preparation in returning to permanent employment provides individuals with confidence and demonstrates to the employer the right attitude and aptitude within a potentially future employee.
- Due to the increase in staff numbers, additional outreach work has been able to take place. Job search classes are run in 5 locations on a weekly basis which provides support on how to job search, how to compile a CV and how to apply for jobs. In addition to this, bi-weekly sessions on interview techniques and mock interviews are run by project staff.

What we are going to do:

| What? | Why? |
|--|---|
| Continue to increase the size of the Employment Liaison team to that of the Workways mentoring team. | This will increase the project's presence within the business community, increase the number and range of job opportunities available to those returning to work, often for the first time in many years, and the number of jobs secured for project clients. |
| Work with the Welsh Government as part of a pilot project that will seek to streamline efforts. | To gain more referrals and clarity for businesses on how they can play their part in a wider effort to fight poverty. |

| What? | Why? |
|---|--|
| Work closely with the Welsh European Funding Office and the Regional Learning Partnership to prepare and submit a bid for a new Employability and Skills project to run from 2014-2020. | Build on the success of the Workways project in Swansea to assist as many people as possible into work and as many businesses as possible with their recruitment needs |

D3. Satisfaction with Planning Service

Aim: To increase the % of applicants and third parties satisfied or very satisfied with the Planning application service.

Measure: % of applicants and third parties satisfied or very satisfied with the Planning application service.

| Past Performance | | | | | | Projection | | |
|------------------|------|------|------|------|------|------------|------------|------------|
| 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
| 88% | 84% | 87% | 90% | 93% | 94% | 94% | 95% | 95% |

Why this is important:

- Improved satisfaction is an important measure of the quality of the Planning service; a high quality planning service is important in giving developers and investors the confidence to invest in Swansea in order to develop key sectors of the local economy.

The story behind past performance and expected trends:

- The Council is responsible for the processing and determination of applications for planning permission within the City & County.
- It is an important responsibility which affects the environment, Swansea residents and developers.
- It is one of the Council's aims to provide this service in a timely and professional fashion; a good measure of this is the satisfaction levels of users of the service.
- This measure is derived from a 100% post planning decision survey of applicants, agents & interested parties.
- Over the last years the Planning Service has worked with its users to improve the service.
- To this end, the contact with developers & interested parties has been improved, with the introduction of an improved user friendly web access interface and the introduction of a professional pre-application service being provided to developers & drop-in surgeries for householders.

- A large amount of negotiation is, however, undertaken at a late stage i.e. during the formal planning application process, as the take up of the pre-application advice service is not universal.
- It is anticipated that the in-hand ICT based business improvement measures will add speed to the current in-depth professional service, thus increasing satisfaction through frontloading the process and providing improved access to information and professional advice as early as possible. A pilot pre-application advice exercise has been undertaken to inform this process.
- There has, however, been disruption in service levels and access due to staff resource issues and technical difficulties associated with the introduction of the new web access interface which has been reflected in the customer satisfaction surveys, however, as the current levels of satisfaction with the service are high, the scope for improvement is small; but the Council needs to maintain this good performance.

What works well now:

- High levels of customer satisfaction demonstrate the professional level of competence of officers who negotiate with applicants and their agents.
- High levels of customer satisfaction also reflects the level of good sound technical and administrative advice given by the administration & technical officers to developers and their agents when making and viewing applications.
- The new web based interface allows better access to planning applications, information and procedures and has provided live access to the full planning application file, the ability to accurately track the status of an application and emerging issues. This has improved transparency, public, applicant and agent understanding and confidence in the process.

What we are going to do:

| What? | Why? |
|---|---|
| Introduce business process change to “front load” the planning application process and provide an emphasis on pre-application advice. | To improve the quality of formal planning submissions and reduce conflict and delay during the formal planning application process to further improve applicant and third party satisfaction. |
| Increase the accessibility of the Council's professional officers to developers, their agents and interested parties. | To maintain awareness, improve understanding, manage expectations and further improve customer satisfaction. |

D4. Planning applications with an economic imperative

Aim: To increase the % of all major and minor applications with an economic imperative that are approved.

Measure: The % of all major and minor applications with an economic imperative that are approved.

| Past Performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|--------------|------------|------------|------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| - | - | - | - | 86.8% | Actual=84.5% | 87% | 88% | 89% |

Why this is important:

- This measure reflects the success of negotiations between the Authority and the developer in bringing forward schemes to the planning approval stage that assist economic development.

The story behind past performance and expected trends:

- The economic wellbeing and regeneration of the City & County depends in part on the development of large projects, be they retail, housing or industrial.
- This is both in terms of the economic benefits of the finished development if it's commercial, and the employment & trade generated by the construction process.
- The in-hand ICT based business improvement measures identified in D3 are ongoing, which together with the adoption of design guides for large scale and small scale residential development have provided greater clarity, much earlier in the decision making process; however, service levels have experienced disruption as a result of staff resource issues and technical difficulties arising from the introduction of new web based software.
- This, together with the level of decisions overturned at Committee has affected performance.

What works well now:

- The pre-application guidance given to developers and their agents, together with the negotiations that take place with developers during the processing of applications gives rise to the high level of approval of these types of applications for example, the Liberty Stadium and the Swansea Metropolitan University extensions to the former Swansea Library, Alexandra Road.
- Adopted design guides for large scale & small scale residential development provide clarity on the Authority's required standards and greater certainty for developers and the decision making process.

What we are going to do:

| What? | Why? |
|---|--|
| Facilitate continued improvement in the quality of applications and the approval rate of major and minor planning applications that have an economic imperative through continuous improvement to the service identified. | To facilitate sustainable development, which contributes to the economic regeneration of the area. |
| Promote awareness and understanding of policy and adopted design guidance including those for large scale & small scale residential development. | To enable developers and their agents to prepare schemes that they know will be looked upon favourably by the Council, increasing certainty. |

E. Promote affordable credit and savings options and help people maximise their income and entitlements.

Why this is an Improvement Objective

There are trends and future risks that may impact on people having access to a decent standard of living in Swansea.

1. Worklessness, income and debt⁴

- Over the longer term (2007 to 2012), estimates suggest that the percentage of children living in workless households in Swansea initially increased, from 21.1% to 26.2% in 2009, but has since generally fallen, broadly in line with patterns in Wales and the UK.
- The headline Gross Disposable Household Income per head indices (where UK=100) measures the amount of money that households have available for spending or saving after deducting expenditure associated with income. The figures suggest that Swansea is narrowing the gap with the UK, albeit slowly.
- The total number of new personal insolvency cases by calendar year in Swansea has increased from 469 in 2008 to 530 in 2011, with the latest 2012 figures reporting a lower figure (469). This is in line with the general trend in the numbers of new cases in England and Wales, which have plateaued in 2009/10 and fallen in 2011 and 2012.
- The rate of total individual insolvencies per 10,000 adults in Swansea fell to 24.3 in 2012, having followed a generally increasing recent trend from 22.7 in 2007 to a peak of 32.1 reached in 2010.

2. Welfare Reforms

- The Westminster Government's Welfare Reform is an ongoing re-configuration of the benefits system in the UK which will culminate in the roll out of Universal Credit which is estimated to take place in 2017.
- The introduction of Universal Credit - a single payment of all benefits to which a household is entitled made direct into the claimant's bank account could have a significant impact on income and debt levels.
- In the meantime current changes include the under-occupancy charge, which will see housing benefit reduced for those who are deemed to be under-occupying their homes based on UK Government criteria.
- Council Tax Benefit has been abolished to be replaced by Council Tax Reduction Scheme.
- Disability Living Allowance (DLA) is being replaced by Personal Independence Payments (PIP) on a rolling programme.
- New claims since June 2013 have been assessed under PIP

⁴ Swansea Local Service Board (2013) *Strategic Needs Assessment*

- Since October 2013 existing DLA awards reporting a change in circumstances have been reassessed under PIP.
- Between October 2015 and October 2018 all other DLA awards will end and be reassessed under PIP.
- There is a risk that changes to the administration and payment of the new benefits could cause an increase in debt levels. The introduction of Universal Credit in particular may cause significant problems for households with little or no budgeting or money management skills, which could lead to an increase in rent arrears and homelessness.

3. Managing debt

- In the last year we have experienced a significant increase in the demand for benefit and debt advice at a time when resources for advice provision within the public and third sector is already stretched.
- Feedback we are receiving from partner organisations that provide debt advice is there has been a significant increase in the number of people seeking debt advice who have multiple Pay Day Loans or doorstep loans.
- The Council continues to promote the local Credit Union - a financial co-operative that can offer accessible savings and access to low cost credit – as a sustainable alternative to Pay Day Loan companies and high interest lenders in a bid to help prevent people falling into debt.

The Council's contribution towards improvement

- Increasing the number of Council staff and support workers trained in Welfare Rights advice appropriate to their role means that there is more capacity and capability to help people and clients claim their benefit entitlements, maximise their income and deal with benefit related issues as a result of Welfare Reform.
- Increasing the number of Council staff making savings contributions to the Credit Union will help build the financial capability of the Credit Union and encourage more people in Swansea to join so that more people can access and benefit from sustainable and affordable credit and savings options.
- Increasing the number of Council tenants joining the Credit Union will help them adapt to current changes under Welfare Reform and manage their money and pay their rent or bills promptly in a bid to prevent them falling into rent arrears and financial difficulties.
- This will become an increasing priority we prepare for the roll out of Universal Credit.
- Providing ongoing financial advice and support is a means to avoid tenants being faced with eviction as a result of rent arrears due to debt.
- Helping to prevent debt and homelessness will help people maintain stability and security for their families safeguard their health and well-being and

prevent social exclusion, as well as reducing the costs associated with temporary and Bed & Breakfast accommodation.

E1. Staff trained in Welfare Rights and Benefits Advice

Aim: To train more Council staff / workers in Welfare Rights / Benefits advice appropriate to their role

Measure: Number of staff / workers trained in Welfare Rights / Benefits advice appropriate to their role.

| Past Performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|------------|------------|------------|------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 313 | 195 | 282 | 538 | 600 | Actual=595 | 500 | 500 | 500 |

Why this is important:

- Increasing the number of Council staff and support workers able to provide Welfare Rights advice appropriate to their role means that a greater proportion of the residents of Swansea receive advice and support to ensure they are better able to access their benefit entitlement.

The story behind past performance and expected trends:

- The Council provides a range of specialist support to assist front line workers to achieve its statutory and policy aims in respect of anti-poverty and social inclusion objectives; this includes Welfare Rights advice and training for staff and support workers to help them deal with related enquiries from the public and their clients.
- The target for 2013/14 was to train 650 staff. The actual figure was 595. There are several reasons for the target being missed. 680 places were offered across 24 training course and 2 Seminars this meant that 87.5% of places offered were taken up. Given the nature of the work that staff attending the training are involved in, it is not unusual for them to cancel on the day of training if a client is experiencing a crisis.
- 3 universal Credit course (60 places) were cancelled because of delays in implementation dates from the Department of Work & Pensions. It was decided to delay the training until there was a local implementation date to ensure staff are trained in the most up to date version of Universal Credit.
- Due to the unprecedented changes to the benefits system there has already been an increase in the number of residents of Swansea needing support to access their benefit entitlement. This is likely to increase even more when Universal Credit is rolled out in Swansea. The date for this has yet to be confirmed but is not likely to be before 2015.

- The increased demand for advice is further exacerbated by the fact that third sector advice providers are seeing a reduction in their funding.
- Almost 13,000 people have been in contact with the Council between March and May 2013 seeking advice and information about the Welfare changes.
- The Council will seek to train a wider group of staff / support workers so that the Council's dedicated welfare rights advisers are able to focus on the more complex advice cases.
- The amount of courses offered and the number of people trained will eventually reach saturation point in line with the Council's capacity and available resources to deliver advice and training.
- The introduction of 'mandatory reconsideration' (the requirement to make an initial request for a reconsideration of a benefit decision via the DWP office making the original decision before a request to appeal at a tribunal can be made) in October 2013 means that there may be less appeals going to tribunal, allowing the Council to take on more appointments for advice / training

What works well now:

- Providing training enhances staff/ support workers ability to ensure the early identification of benefits issues and prevents problems escalating.
- Supporting staff to implement what they have learned from the training sessions is important to reinforce learning and provide a better service to clients.
- Constant reinforcement of the advantages of early intervention in addressing benefits issues raises staff awareness of the issues and encourages them to take up available training.
- A challenge for the year ahead will be measuring the ongoing impact the training has on service delivery.

What we are going to do:

| What? | Why? |
|--|--|
| Continue to raise awareness of the availability of Welfare Rights training and advice for Council staff and support workers. | To encourage more staff to be trained to support their clients. |
| Continue to provide a wider range of benefit specific training courses that reflect the changes within Welfare Reform, | Ensuring colleagues understand the impact the changes are likely to have on their clients' situations and enabling the early identification of potential issues. |

| What? | Why? |
|---|---|
| Continue to provide ongoing support to colleagues via the Welfare Rights Advice Line. | Enabling colleagues to have a point of contact for further advice and guidance as they implement the knowledge gained from the training activity. Ensuring they are as effective as can be when supporting their clients. |
| To develop an online post training staff survey | To enable the monitoring of the impact the training has on staff's confidence and competence in dealing with benefit issues. |
| Continue to review the delivery of the Welfare Rights service following the provision of additional training for staff and support workers. | To ensure that resources are properly targeted and used in the most effective way for the benefit of clients. |
| Continue to raise awareness of the availability of Welfare Rights training and advice for Council staff and support workers. | To encourage more staff to be trained to support their clients. |

E2. Council staff making saving contributions to the Credit Union

Aim: To increase the number of Council staff making saving contributions to the Credit Union

Measure: Number of Council staff making saving contributions to the Credit Union.

| Past Performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|--------------|------------|------------|------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| - | - | - | 53 | 56 | Actual = 101 | 150 | 250 | 350 |

Why this is important:

- Increasing the number of Council staff making savings contributions to the Credit Union will help build the financial capacity and longer term sustainability of the Credit Union. Increasing the number of Credit Union members in Swansea will ensure people can access and benefit from a more sustainable and affordable credit and savings option.

The story behind past performance and expected trends:

- The local Credit Union is a financial co-operative, which means that it is owned by its members.
- Unlike a high street bank they have no external share-holders and profits are instead returned to their members.
- Credit unions can offer accessible savings and access to low cost credit with built in loan protection and life savings cover (with conditions).
- Historically, awareness of the Credit Union amongst Council staff and the people of Swansea has been relatively low and the current location of the Credit Union offices in Swansea is outside of the main shopping area.
- Following the adoption of a statement of Policy in February 2013 the Council has continued to work in partnership with the local Credit Union and other partner organisations to put in place better and more sustainable loan facilities and support services for the people of Swansea, particularly to discourage the activities of pay day loan companies, high interest lenders and opportunistic buyers who can often leave families in dire living circumstances and trapped in a dangerous cycle of debt.
- Whilst there has been a 55% increase in the number of staff saving via payroll deductions 2012/13 to 2013/4 the actual number rising from 56 to 101 is still relatively low.
- We are in the process of developing a Landing Page that will direct staff searching for Payday loan sites to the Credit Union as an ethical alternative as well as signposting to debt advice/support. The same will be available on the public access computers as well.

What works well now:

- All of the Council's Cabinet have become members of the Credit Union; promoting the Credit Union and making it easier to join should encourage more staff and public to become members.
- A small number of individual teams have received a presentation on the Credit Union at scheduled team meetings.
- Access to Payday Loan sites have been blocked from Council computers.

What we are going to do:

| What? | Why? |
|--|--|
| Continue to promote the Credit Union to Council staff through different channels, including the Council's internal communications mechanisms, the Swansea Leader and Trade Unions. | To encourage more Council staff to sign up and join the Credit Union. |
| Continue to deliver a series of presentations to staff via scheduled team meetings on the range of competitive financial products available from the Credit Union. | <p>To break the association Council staff may have of the Credit Union as being only for those experiencing poverty or hardship so that they see it as an option for them to join.</p> <p>Provide re-assurance to Council staff that the Credit Union is regulated by the FSA (Financial Services Authority) and all monies saved are covered by the FSCS (Financial Services Compensation Scheme) so that they are confident to join.</p> |
| Make it easier for Council staff to sign up to the Credit Union at the Council's Contact Centre or through payroll deductions to encourage membership. | The Credit Union office is located outside of the City Centre and therefore is generally accessible for staff. The ability to take out membership and save via workplace mechanisms will remove the geographic barrier. |
| Work with Trade Union colleagues to gain their support in promoting the Credit Union | Whilst the focus is on increasing savings amongst staff it has been identified that staff in financial difficulties will sometimes go to their Trade Union for advice & support can be a point of contact for their members requiring advice relating to financial circumstances. |

E3. Council tenants joining the Credit Union

Aim: To encourage more Council tenants to join the Credit Union

Measure: Number of Council tenants joining the Credit Union.

| Past Performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|-------------------|---------------------|---------------------|---------------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| - | - | - | - | - | 89 @ 6.3.14 | Cumulatively 150 | Cumulatively 250 | Cumulatively 350 |

Why this is important:

- Increasing the number of Council tenants joining the Credit Union will help them manage their money and pay their rent or bills promptly in a bid to prevent them falling into rent arrears and financial difficulties.

The story behind past performance and expected trends:

- Swansea's Credit Union is a financial co-operative, which means that it is owned by its members. Unlike a high street bank they have no external shareholders and profits are instead returned to their members.
- The Housing Service gave a commitment to the Swansea Credit Union (LASA) in 2013/14 that it would support it to help grow capacity. In order to achieve this, a pilot scheme was introduced to encourage tenants to join which included promoting the Credit Union to tenants and for those wishing to join the scheme the Housing Service paid the nominal joining fee.
- The scheme will be reviewed annually as any future decisions/changes made in relation to the implementation of Universal Credit (UC) may have an impact on the scheme. The intention is to continue the scheme into 2014/15.
- Credit unions can offer accessible savings and access to low cost credit with built in loan protection and life savings cover (with conditions). Encouraging tenants to look for more affordable credit is linked to the anti-poverty agenda. It is also the policy of the Council to promote LASA to all residents.
- A range of accounts will be offered to support Council tenants in preparation for some of the major changes to benefits being implemented through the introduction of Universal Credit (UC) by 2017.
- Whilst the number of tenants having their housing benefit reduced by the spare room subsidy (SRS) has fallen by 400 since April 2013, around 1900 continue to be affected. There is still capacity to promote the use of Credit Unions as these tenants will be affected by UC.

- Swansea's Credit Union will offer to help families manage their money and to pay their rent or bills promptly in a bid to prevent people falling into financial difficulties.
- The Council adopted a statement of Policy in March 2013 to work in partnership with the local Credit Union and other partner organisations to put in place better and more sustainable loan facilities and support services for the people of Swansea, particularly to discourage the activities of pay day loan companies, high interest lenders and opportunistic buyers who could leave vulnerable families with debt problems. This statement continues to be the case and therefore will be carried forward into 2014/15.
- Council tenants joining the scheme will be provided with a rent account, a savings account and a budgeting account.
- After the tenant has paid into these accounts, if the tenant chooses the Credit Union will make direct rent payments on their behalf on the due date.
- A pre-paid card will then be credited with money that is left over and can be used like a debit card.
- The benefits of this scheme are that there are no bank charges, along with the re-assurance that essential bills are paid.
- Tenants who join the scheme will also have access to all the other services provided by the Credit Union, such as savings schemes and affordable loans.
- As at 6th March 2014, 89 tenants have joined the Credit Union. This is a positive result since there was no base line target and it was the intention from the outset to build capacity slowly.

What works well now:

- A New Tenancy Officer is in post and whenever possible, attends new tenancy signings targeted to the most vulnerable and promotes the Credit Union.
- In addition to the New Tenancy Officer, the Rents Officers and the Financial Inclusion Officer identify tenants with particular issues of debt and encourage them to join the Credit Union. The Housing Service also pays the fees for existing tenants. This is to encourage tenants with debt issues to keep away from expensive money lending organisations.
- The Council liaises closely with the DWP to prepare for the impact of Universal Credit.
- The Credit Union is publicised through the Council's District Housing Offices and information packs are sent to new and existing tenants.

- The Housing Service has produced its own information booklet, adapted with specific reference to tenants.
- The Council's Housing Service is authorised agents to confirm proof of income / Identification etc. for tenants joining the Credit Union, which will help speed up the process.
- Other Council departments have been briefed and provided with information packs on the Welfare Reform changes and the Credit Union.
- Training is provided to front line staff within Housing to ensure that the whole service is on board with promoting the Credit Union. In addition all housing staff, through the Team Information Sheet/team briefings have been made aware of the benefits that the Credit Union could have for them as savers.
- Information packs are also being given to the third sector e.g. Citizens Advice Bureau, Shelter, local solicitors etc in order to promote the Credit Union.

What we are going to do:

| What? | Why? |
|--|---|
| Continue to target new and existing Council tenants to join the Credit Union and open accounts. | So that tenants have a means to manage their finances and pay their rent or bills promptly. |
| Encourage tenants to use their Credit Union account to pay their rent directly to the Council. | This direct method of payment is good financial management practice for tenants and for the Council it is an effective way to collect rent. |
| Continue to produce and distribute information packs on the Credit Union to District Housing Offices, other Council departments and the third sector partners. | To raise awareness and understanding of the Credit Union and encourage more Council tenants to join. |
| To produce regular articles in Open House to promote the credit Union to all tenants. | To continue to raise awareness and promote the role of the Credit Union. |
| Continue to brief key Council staff on the Credit Union. | To ensure that they are aware of the Credit Union and that they encourage tenants to join and open accounts. |
| To continue to monitor the scheme in 2014/15.and project take up for forthcoming years. | To ensure the scheme continues to be beneficial to tenants |

| What? | Why? |
|--|--|
| Further consultation will take place with tenants as part of the development of the Rents Strategy in 2014 | To raise awareness, gather feedback and consider what other mechanisms are available to support tenants. |

E4. Suspended Warrants for Eviction

Aim: To decrease the percentage of warrants executed against Council tenants by offering support and financial assistance

Measure: % of eviction warrants for rent arrears raised against Council Tenants suspended due to support and financial assistance

| Past Performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|---------------------------------------|------------|------------|------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 50.86% | 49.81% | 53.84% | 48.38% | 49% | 49.5% Projection = 60% | 65% | 66% | 67% |

Why this is important:

- Providing ongoing financial advice and support will help tenants who are faced with eviction as a result of rent arrears exacerbated by debt.

The story behind past performance and expected trends:

- Welfare Reforms and the introduction of the spare room subsidy (SRS) has had a significant impact on rent arrears cases across Swansea. The number of tenants who are having to pay a proportion of their rent (by either 14 or 25%) because of the reduction in housing benefit has decreased from 2338 on 1st April 2013 to 1986 at 11th February 2014, which is due to a combination of reasons including tenancies ending, downsizing to smaller properties etc.
- The overall number of tenants in arrears (including those affected by the SRS) has increased by 1151; this is a 31% increase. This will continue to impact on resources with more time dealing with new arrears cases.
- As arrears increase there will be a knock on effect of increased court proceedings, which the Council will seek to minimise and reduce. It is inevitable therefore that there will be an increase in the number of tenants facing eviction and this will impact on homelessness.
- We have already seen an impact on increasing arrears and consequently a small rise in evictions as a result of the general economic climate.

- However in 2013/14 there was a significant increase in the number of suspensions of warrants by either the Housing Service or the Court. Performance as at Quarter 3 stood at 75.9%, which is encouraging as the provision of early advice and support to tenants is taking effect.
- All Rents Team officers are trained in delivering a wide range of support and advice for tenants. This includes debt advice, how to get the most from housing benefit including backdates, discretionary housing payments and if an overpayment is in place how to reduce the recovery rate.
- The introduction of Universal Credit (UC) - payment of the housing element to be paid directly to the tenant is delayed and although an implementation date for Swansea has not been given the latest it will be is 2017. This will have a serious effect on the number of rent arrears cases and performance levels.
- Council tenant rent arrears were £850,187 at the end of 2012/13 compared to £805,058 in 2011/12; they currently stand at £1,118,952 as at 9th February 2014 with an additional 1000 tenancies in arrears. This increase is attributed to the influence of the SRS along with the general economic climate.
- Looking ahead it is inevitable that the impact of universal credit, other aspects of Welfare Reform and more general economic issues will need to be closely monitored.
- The Council is working with the Swansea Credit Union to encourage tenants to join and provide them with accounts to help them manage their money, pay their bills and rent on time and avoid getting into financial difficulties

What works well now:

- The Council's Housing staff offer assistance with completing the Discretionary Housing Payment (DHP) forms, which will help Council tenants top up their Housing Benefit for a limited time.
- The Council's rent arrears procedures have been changed to account for those tenants who will be affected by the SRS giving them an extended time to pay rent arrears. Prior to the SRS 1301 tenants had no rent arrears and were receiving full housing benefit, of these 738 are now in arrears.
- Support will be provided to those Council tenants where the shortfall is purely down to the introduction of the under occupancy charges and who have previously not had any issues relating to arrears providing they demonstrate that they wish to downsize.
- The Rents Team's dedicated Financial Inclusion Officer and New Tenancy Officers help tenants with the support and advice they might need in relation to Welfare Reform and more generally in managing their arrears.

- A robust ‘firm but fair’ approach to arrears recovery ensures that they are contained and are not allowed to spiral out of control which ultimately helps tenants manage their arrears.

What we are going to do:

| What? | Why? |
|--|--|
| Continuing to provide Council tenants with assistance to complete Discretionary Housing Payment forms. | So that tenants can top up their Housing Benefit and avoid debt. |
| Further consultation will take place with tenants as part of the development of the Rents Strategy in 2014. | To raise awareness, gather feedback and consider what other mechanisms are available to support tenants. |
| Work closely with the Department for Work and Pensions in relation to the introduction of Universal Credit. | Where there is a risk that direct payments of the Housing element paid directly to tenants could have a serious effect on rent arrears and performance levels. |
| Refer tenants who have debt problems to the Housing Service Financial Inclusion Officer, Tenancy Support Unit, etc. for financial help and assistance. | To help ensure bills and rent is paid on time and that tenants are able to manage their money and avoid getting into financial difficulties. |
| Continue to encourage new Council tenants to join the Credit Union and open accounts. | |

E5. Preventing Homelessness

Aim: To increase the percentage of potentially homeless households for whom homelessness was prevented for 6 months.

Measure: (HHA/013) % of all potentially homeless households for whom homelessness was prevented for at least 6 months.

| Past Performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|---------------------------------------|------------|------------|------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 23.3% | 29.1% | 29.4% | 35.2% | 49.3% | 49.5% Projection = 48% | 48% | 40% | 40% |

Why this is important:

- Preventing homelessness will help people maintain stability and security for their families, safeguard their health and well-being and prevent social exclusion while reducing the costs associated with providing Bed & Breakfast and temporary accommodation.

The story behind past performance and expected trends:

- The Council works to prevent homelessness whenever possible. The Council does this by helping people to remain in their current accommodation in the long term or until someone is able to find somewhere else to live.
- The Council, for example, talks with relatives and friends about letting someone stay in their accommodation until they can find somewhere more suitable, also by dealing with notices to leave and possession action by landlords or mortgage lenders, among other actions.
- Performance preventing homelessness for 6 months or more for people has consistently improved since 2007/08 with the result for 2012/13 at 49.3% being the best to date. However, even with an increase of 14.1% on 2011/12 performance, our improvement would only move us from 19th to 17th based upon 2011/12 results for Wales.
- Our cumulative result for April – Dec 2013 is 55.3%. However, we traditionally experience high levels of homelessness applications in the fourth quarter January – March and therefore the final result for 2013/14 is likely to be lower than the current result; 48% is the current projection.
- The Welsh Government has proposed changes to the Homelessness Legislation in Wales and Councils are currently being consulted on the effects these could have on the service. These changes are likely to be made Law in 2015 and may significantly impact on our performance in this area including how this indicator could be measured in the future.

- Based on the current definition and calculation it is projected that the Council will prevent homelessness for 6 months in 40% of presented homeless households by 2016/17. The emerging impact of Welfare Reform and particularly the introduction of Universal Credit means that this figure is uncertain at the time of writing. What is clear is both will continue to increase demand and pressurise performance.
- Although 40% is less than our current performance, prevention activities will continue to be the focus and actual numbers of homeless preventions are expected to increase. Homeless applications are however increasing at a faster rate. This, in purely percentage terms, restricts our ability to prevent homelessness.
- As indicated Welfare Reform will continue to impact on homelessness across Swansea and there is also a risk that the proposed future introduction of Universal Credit - Direct payments of the Housing element to be paid directly to the tenant – could increase households in rent arrears with an associated impact on homelessness levels.
- The Council's Housing service has provided advice and information on the implications of the under-occupation charge to 2,500 Council tenants affected by the under occupancy charge.

What works well now:

- Having clear and shared systems in place and maintaining good working relationships with other housing providers improves the Council's ability to help prevent homelessness for clients.
- Likewise, early intervention in preventing homelessness increases the chances of keeping someone in their home or finding them suitable alternative accommodation.
- In February 2014 the Welsh Government made money available for homelessness prevention activities. In partnership with the Wallich the money has been used to provide bonds where landlords would not accept a bond certificate, cover the cost of rent in advance and administrative fees to help people access tenancies in the private rented sector. This has been used as a pilot to show the impact of having prevention monies available to allow us to work in the way we will be expected to in April 2015 when the new legislation is implemented. Further prevention monies are expected to be available in the period prior to introduction of the new Act.

What we are going to do:

| What? | Why? |
|---|--|
| Continue to build and facilitate good working relationships with social housing providers and others, such as the Swansea Bond Board. | To improve the opportunity for clients to avoid homelessness and get rented accommodation. |
| Continue to operate a generic referral system used for all support and accommodation providers. | To offer a greater pool of housing options to people threatened with homelessness. |
| Continue to promote the Swansea Housing website | To help those looking for housing in Swansea to make choices about the most suitable housing options available to them. |
| Continue to operate a Gateway system to other housing providers in place. | To provide direct access to hostels for people who are potentially homeless. |
| Continue to give housing and homelessness advice and get involved earlier. | To try and prevent clients losing their home. |
| Continue to operate "Choice Advisor", which gives people an indication of their chances of securing a Council property. | To allow the Council to provide better advice to people on other available Housing options. |
| Examine ways in which we can work with RSL's to develop a Social Lettings Agency. | To help us assist homeless households find good quality private rented accommodation. |
| Work to prevent people going into debt, financial difficulties and rent arrears and being threatened with homelessness that might arise as a result of the introduction of Welfare Reform (See E1 to E4 listed previously). | To help ensure bills and rent are paid on time and that people are able to manage their money and avoid getting into financial and housing difficulties. |

F. Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing.

Why this is an Improvement Objective

There are key trends that have implications for the need to improve housing and housing supply, particularly affordable housing.

1. Demographic changes⁵:

- Swansea's population now stands at 239,600 (mid-2012) and has experienced eleven consecutive years of growth since 2001.
- Swansea is projected to grow by 14.1% (31,200) between 2011 and 2036, the fourth highest growth rate in Wales.
- The number of households in Swansea increased by around 9,000 (+10%) between 2001 and 2011, with the largest growth in single-person Households.
- Swansea's older population (all aged 65+) has increased by 3,400 (+8.2%), indicative of an increasingly ageing population.

2. Economic activity and employment:

- Economic Activity and Employment Rates in Swansea are below the equivalent Wales and UK figures.
- Unemployment rates (survey-based) in Swansea are above Wales and UK rates, although claimant rates are lower.

3. Housing conditions:

- Nationally, housing conditions are implicated in up to 50,000 deaths and around 0.5 million illnesses requiring medical attention each year across the UK.
- Poor housing conditions are suffered disproportionately by low income households and older persons.
- The improvement and modernisation of the Council's 13,600 houses and flats up to the Welsh Housing Quality Standard (WHQS) is a key policy aim of the Council.
- The WHQS represents a reasonable definition of quality for existing social housing and looks to improve not just the physical condition of homes but also the level of internal amenities, the wider environment in which the homes are located and how the stock is managed.

⁵ Swansea Local Service Board (2013) *Strategic Needs Assessment*

The Council’s contribution towards improvement

- There is not enough affordable housing in Swansea to meet demand and so providing more will meet this established need and contribute towards reducing homelessness and people having to continue to live in unsuitable and / or unaffordable accommodation.
- The Council wants to reduce the number of empty Council homes and make the best use of its housing stock and so that it is as fully occupied as possible.
- Reducing the number of empty Council homes is helped if tenants are able to sustain their tenancies, providing their families with more stability and cohesive communities in which to live.

F1. Affordable Housing

Aim: To see an increase in the number of new affordable housing units

Measure: Number of new affordable housing units provided / needed

| Past performance - provided | | | | | | Projection – what is needed (cumulative total) | | |
|-----------------------------|---------|---------|---------|---------|--|---|-------------|-------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 299 | 124 | 104 | 297 | 50 | 1,000 188 provided by Quarter 3 | 946 | 1419 | 1892 |

Why this is important:

- There is not enough affordable housing in Swansea to meet demand and so helping to provide more will meet this established need and contribute towards reducing homelessness and people having to continue to live in unsuitable and / or unaffordable accommodation.

The story behind past performance and expected trends:

- There is a shortage of affordable housing across the City & County and this is a key issue facing residents at the present time.
- The Housing Market Assessment has been produced which shows the need for 7100 affordable homes in Swansea by 2025. This equates to 473 per year. This has led to a revision in the cumulative projections up to 2016/17. This is not a target but reflects the number of new homes needed. It is unlikely however that this will be fully met given the volatility of the economy and this figure may change over time.
- The new affordable housing units provided in the table on the previous page are obtained from the statistical return to the Welsh Government provided by the Registered Social Landlords (RSLs), which include permanent dwellings created by new construction, increase in dwellings through conversion or improvement and Housing units which have been transferred to the RSLs from developers as part of Section 106 agreements. This figure also includes Mortgage rescues and any other unit which has transferred into the Affordable Housing stock. For 2013/14, 188 units have been delivered up to the third quarter.
- The cost of buying and renting a house at market value is greater than many on low incomes can afford and consequently intervention in the housing market is needed to provide affordable housing by other means.
- The current economic recession has disrupted the housing market.
- Falling house prices and the inability, particularly of first time buyers, to secure mortgages have resulted in a dramatic downturn in private sector construction activity, starts and the submission of planning applications for new residential developments.
- At the same time, there has been a reduction in the available Social Housing Grant from the Welsh Government, which is used to provide additional affordable housing.
- Economic uncertainty makes it difficult to predict levels of affordable housing required in the longer term but there is still a high need for affordable housing in Swansea that is unmet.
- The drop to 50 units in 2012/13 was the result of fewer flats being developed during that period. However, the council has been successful in bidding for a smaller properties grant to build 1 and 2 bedroom apartments; this will see an increase in the number of flats being built.
- Projections of what is likely to be provided are dependent on factors outside of the direct control of the Council, i.e. Social Housing Grant level, housing market activity etc. In previous years approximately 150 units per year have been completed which is significantly less than what is required.

- The Council has an enabling function for delivering affordable housing through its planning and strategic housing functions.
- The Council works to provide evidence of housing need and affordable housing requirements within the City & County of Swansea.
- The Council negotiates with developers through its planning functions (including the use of Section 106 agreements) for the inclusion of affordable housing on sites within areas where a demonstrable lack of such housing exists.
- The Council is also proactive in working to reduce the number of empty properties in Swansea and in identifying schemes to secure Social Housing Grant (SHG) for Registered Social Landlords to provide affordable housing. This will include redevelopment of empty commercial properties that can be refurbished to provide affordable housing.

What works well now:

- The lack of affordable housing is a national problem and the Council will need to look to continue to work with the Welsh Government and others to examine more innovative ways to increase the number of affordable houses.
- A Housing Market Assessment has recently identified the gap between the supply and demand for affordable Housing.
- The Authority has been successful in the past in applying for additional funds made available by the Welsh Government to deliver more Affordable Housing and it will continue to apply for such additional funding as and when it is made available.
- The Authority has successfully applied to fund a number of schemes through the Welsh Government Housing Finance Grant and the smaller properties scheme.
- The Council's Stronger & Safer Communities Scrutiny Board looked at the way the Council enables the delivery of new units of affordable housing and key recommendations put forward by the board have been implemented

What we are going to do:

| What? | Why? |
|---|--|
| Continue partnership arrangements with Registered Social Landlords. | To develop new sources of affordable accommodation for households unable to meet the market cost of housing in Swansea. |
| Continue where appropriate to use Section 106 agreements. | To secure or enhance affordable housing provision. |
| Continue to maximise SHG investment levels into the City & County of Swansea. | To enable the development of more affordable housing. |
| Continue to maximise SHG investment levels into the City & County of Swansea. | To enable the development of more affordable housing. |
| Contribute to an agreed Local Development Plan threshold & target. | To maximise the provision of Affordable Housing on future developments based on the Viability Study & Local Housing Market Assessment. |
| Take into account the Council's Stronger & Safer Communities Scrutiny Board recommendations from their inquiry panel into the provision of affordable housing in Swansea. | With the intention of increasing the supply of affordable housing. |
| Research new models of affordable housing delivery through different funding models | To maximise the number of units that can be delivered through SHG and other means. We will also look at models that have other funding mechanisms that require less or Social Housing Grant, which will mean more units are delivered with less grant. |

F2. Empty Council homes

Aim: To reduce the number of void (empty) Council homes.

Measure: (HSG2) Number of void (empty) Council homes.

| Past performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|---------|------------|---------|---------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 383 | 286 | 251 | 221 | 278 | 220 | 235 | 225 | 215 |

Why this is important:

- The Council wants to make the best use of its Housing stock so that it is as fully occupied as possible. This is especially important in Swansea when there is a lack of affordable housing to meet established housing need.

The story behind past performance and expected trends:

- Historically the numbers of void (empty) Council properties has been higher than current figures due to unpopular stock and areas and the ease with which it was possible for people to obtain a mortgage, buy their property through the Right To Buy scheme or access the private rented sector.
- In order to address the high number of voids, the Council made changes to the way in which it prepares empty properties in 2004. The net effect of these changes along with an increased demand for council properties has seen a gradual reduction in the number of void Council properties over time.
- During 2012/13 voids increased, primarily as a result of more end of tenancies due for example to an increase in the number of: tenants transferring to other Council accommodation, tenancies ending on the death of the tenants, and tenancies ending due to domestic violence. Other factors such as the current structure of the service also affect the number of voids; however a Systems Thinking Review, which looks critically at the systems in place for delivering the service, has begun to address some of these issues. However, it is impossible to determine what direct affect these changes have on the level of voids.
- During the first three quarters of 2013/14, the end of tenancy (E/T) trend was upward compared to last/previous years. However, quarter 4 has shown a decrease in the numbers being received. Analysis shows that more E/T's are being received due to an increase in the number of tenants moving to the private rented sector; moving in with family; evictions and abandoning their property. There is no hard evidence to back up these reasons but it is likely to be partly as a consequence of welfare reform
- Whilst the Council is meeting the turnaround target time for works and external contractors are meeting their contractual obligations, the increased numbers and demand has resulted in additional resources being recruited by the Council.

- Although in recent years (apart from 2012/13) there has been a significant reduction in the level of voids, with the lowest number attained 221 (this represents 1.6% of the stock), at the end of March 2012, maintaining this number was always going to be very challenging. There is great uncertainty as to how Welfare Reform is going to effect the movement of tenants and therefore void levels. Future predictions of void numbers have to be considered within this context.
- A natural slowing down of the decrease in voids is to be expected considering the large decrease of recent years (the period 2008/09 - 2011/12 saw a 42% reduction). There is however cause for optimism with the new working practices borne out of the Systems Thinking Review being embedded during 2013 and the improvements to the structure of the Council's Corporate Building & Property Services was also implemented during 2013. These changes will be reviewed during 2014 to determine their effect. Further changes are planned for 2014/15, which should result in a reduction of the re-let time.
- It is therefore suggested that a steady small year on year reduction would be more realistic and achievable during the next few years.
- Performance as at Quarter 3 stands at 304, however whilst the rate of end of tenancies have slowed down during the early part of Quarter 4 it is difficult to project year end results at this stage.

What works well now:

- It has been established that the use of key safes are beneficial. For example, 200 key safes have been purchased and the majority are in use. These are proving to be very effective in terms of enabling a number of tasks to be undertaken simultaneously.
- A new IT system has been developed in order to monitor the effect of the use of key safes in terms of turnaround time of voids. A multi-task clearance, garden and cleaning has been fully up and running since April 2013 and is proving to be successful with a more co-ordinated approach to these functions
- Flexibility in the procedures dealing with the ending of tenancies has been embedded into working practices across all District Housing Offices. This initiative aims to make better use of the Notice period of the intention to end tenancy provided by tenants

- Accompanied viewings during the repairs process – this is being tried in a number of areas and is proving to be very successful; this will also be rolled out and new procedures implemented in due course. It is intended that this will be implemented during 2014/15.
- There is less demand for some property types and areas. This is being addressed by marketing of properties, e.g. utilising the Swansea housing website for advertising properties, the Council’s website and the use of Homeswapper.
- This has already proven successful in the letting of some low demand houses at Townhill. Low demand properties are being advertised on a weekly basis at Housing Options.
- Corporate Building & Property Services (CB&PS) have restructured and have appointed a Voids Manager who works very closely with the Homes Preparation Unit.
- CB&PS have recruited more operatives to carry out works on void properties to assist in reducing turnaround time. As the operatives bed in to the system it is anticipated that the re-let time will reduce

What we are going to do:

| What? | Why? |
|---|--|
| Promote home moves via Homeswapper (mutual exchanges). | The number of transfers within the stock may increase as tenants look to downsize due to Welfare Reform. |
| Implement actions to help Council tenants to sustain their tenancy, including: tighter controls on tenancy conditions on tenants looking to transfer; more options for furniture packs; signposting new tenants for goods and services, e.g. Credit Union, charitable organisations, social enterprises, etc. | To try to continue to stem the tenancy turnover rate. |
| Implement an improved structure including the possible setting up of a dedicated voids team. This has partly been achieved by the appointment of a Voids Manager. | To help reduce the number of empty Council homes. |

| What? | Why? |
|--|--|
| Embed experiments borne out of the Systems Thinking Review by removing unnecessary processes and putting the consideration of tenants at the heart of the voids system. | To help reduce the number of empty Council homes. |
| Improve marketing and coordination of low demand properties such as the use of swansea.housing website, Homeswapper, Housing Options and the Council's website. | As an outlet for advertising properties and reducing the number of empty Council homes. This has helped to let some of the properties for which there is little demand |
| Regularly review the Housing Register and improve the quality of information to prospective tenants about the property and area. | Reduce the number of refusals of offers of housing. |
| Improve the quality of Council properties, e.g., cleaning, redecoration/allowances; better quality doors, provision of new kitchens and bathrooms in voids where appropriate in conjunction with the capital programme and through working towards achieving the Welsh Housing Quality Standard. | To encourage tenants to maintain their tenancy and reduce the number of empty Council homes. |

F3. Sustaining Council house tenancies

Aim: To see an increase in the percentage of tenants staying in their Council tenancy for more than 2 years.

Measure: % of tenants staying in their Council tenancy for more than 2 years.

| Past performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|---|----------------|----------------|----------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 77.16 % | 75.13 % | 75.05 % | 76.45 % | 77.00 % | 77.5% 76.82 % at time of writing | 78.00 % | 79.00 % | 80.00 % |

Why this is important:

- It is important that tenants are able to sustain their tenancies in order to provide their families with more stability and cohesive communities in which to live.

The story behind past performance and expected trends:

- This is a new PI for 2013/14 and therefore no previous analysis or work around this particular indicator has been carried out.
- During 2012/13 there were more end of tenancies due for example to an increase in the number of: tenants transferring to other Council accommodation, and tenancies ending due to domestic violence.
- In addition to the work being undertaken to let more properties, the Council wants to encourage and help tenants to sustain their tenancies for longer, which will not only reduce the number of void properties but also provide people and their families and the communities in which they live with more stability.
- There are lots of factors that affect how long people remain in their tenancies, such as the condition of the housing estate, actual or perceived anti-social behaviour, changes in family composition such as the growth in single person households, not being able to offer the type of accommodation the tenant wants in the area of their choice, the availability and quality of community facilities and the property being suitable for individual needs and requirements, such as being suitably adapted.
- Improving the standard of properties should encourage more tenants to stay longer in their home. The Housing Service is currently working towards bringing the whole of its stock up to the Welsh Housing Standard by 2020.
- There is great uncertainty as to how Welfare Reform is going to effect the movement of tenants, which could see some tenants having to pay an under-occupation charge for spare bedrooms or being forced to move. However, tenants are being afforded as much assistance as possible to help mitigate the impact of welfare reform; performance as at quarter 3 was 74.71%.

What works well now:

- The Council provides a range of services designed to help tenants to sustain their tenancies, ranging from its tenancy and estate management services to the provision of dedicated services such as the Neighbourhood Support Unit to deal with anti-social behaviour and the Tenancy Support Unit, which provides tenants with a wide range of advice and support services to help them maintain their tenancies.

- The Council has undertaken 2500 visits to tenants potentially affected by Welfare Reform to make them aware of the changes and the implications for their tenancies and to provide them with help and advice.
- A Financial Inclusion Officer in the Rents Team helps tenants with debt problems which in turn should help them to sustain their tenancy

What we are going to do:

| What? | Why? |
|--|--|
| Deliver the improvement of the housing stock up to the Welsh Housing Quality Standard by 2020. | To improve the quality of Council homes and encourage tenants to remain in their homes for longer. |
| Continue to examine how the Council can help mitigate the impact of Welfare Reform on tenants. | So that tenants can continue their tenancies. |
| Update the Estate management strategy in consultation with tenants | To help improve estates and encourage tenants to sustain their tenancies. |

G. Help people adopt and develop healthy and sustainable lifestyles in order to improve health.

Why this is an Improvement Objective

There are key trends that have implications for the need to help people adopt and develop healthy lifestyles in order to improve health.

1. **Premature Mortality**⁶:

- In line with the rest of the UK, there has been a downward trend in premature mortality (aged under 75 years) from all causes in Swansea.
- However, the rates of premature mortality in Swansea have remained above the Welsh average; although in 2007-2009 the Swansea rate was not statistically higher than the Welsh average (Swansea, 413 deaths per 100,000 population; Wales, 394 deaths per 100,000 population).

2. **Obesity**:

- In Swansea over one half of the adult population (57%) is reported to be overweight or obese, which has increased by 5 percentage points since 2003/04.
- In Swansea only 32% of people are eating the recommended daily quantity of fruit and vegetables.

3. **Physical activity**:

- In recent years the percentage of adults achieving the recommended levels of physical activity in Swansea has remained fairly stable. Figures for 2011/12 indicates that Swansea (26%) remains behind the Wales average (29%) and is one of the bottom four local authority areas in Wales.

The Council's contribution towards improvement

- The Council wants to encourage people to adopt healthier lifestyles in terms of what they eat and improving their physical activity levels.
- In order to further promote healthier lifestyles, the Council would like to encourage more young people aged 11 to 16 year olds to continue their physical or sporting activities outside of school in order to improve sustained participation in healthy activities.
- Likewise, increasing the % of children who can swim at age 11 means that, while they will be less likely to drown accidentally, they will also learn a life skill that will be fun and contribute towards a healthy lifestyle.
- At the other end of the spectrum, the Council would like to see more people referred to the Council's physical exercise programme by GPs to

⁶ Swansea Local Service Board (2012) *Strategic Needs Assessment*

remain active after 12 months to demonstrate that they have adopted a healthier lifestyle.

- Increasing the number of growing spaces will encourage people to grow their own food to help deal with rising food prices, encourage self-sufficiency, provide a healthy activity and promote healthier eating.
- Increasing the % of school pupils who take up a free school lunch will assist learning and help secure pupils future well-being.

G1. Sustaining physical & sporting activity outside of school

Aim: To increase the percentage of 11-16 year olds attending 20 or more extra curricular physical or sporting activities during the school year.

Measure: % of 11 – 16 year olds attending 20 or more extra-curricular physical or sporting activities during the school year.

| Past Performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|--|------------|------------|------------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 5% | 7% | 7% | 9% | 9% | 11% Actual = *6.12% | 11% | 12% | 13% |

*All results and targets in the table are effectively reported one year in arrears based on performance relating to the previous academic year. For example the 2013-14 result of 6.12% is based on performance from the 2012-13 academic year where the result was reported in Jul 13. The 2014-15 result will be reported in Jul 14.

Why this is important:

- The Council would like to encourage more 11 to 16 year olds to continue their physical or sporting activities outside of the school curriculum in order to improve sustained participation and promote healthier lifestyles.

The story behind past performance and expected trends:

- 5x60 is a national programme funded by Sport Wales and delivered locally by the City & County of Swansea. The main aim is to increase sustainable opportunities for sport and physical activity participation and the frequency of involvement by 11-16 year olds.
- The programme aims to provide extracurricular sporting and physical activity opportunities within schools and the local community that can lead to sustainable exit routes in community based clubs and groups encouraging longer term participation.

- 5x60 opportunities are developed by Active Young People Officers (AYP Officers) utilising community coaches, volunteer coaches, sport leaders and parents to help deliver the opportunities.
- The 5x60 service listens to the views of young people (pupil voice) through a variety of methods such as through the National School Sports Survey, through direct contact and consultation between the AYP Officers and pupils and via the Young Ambassadors programme which empowers young people to make their own decisions through consultation, leadership and ownership. These methods help inform the type of opportunities that the AYP officers programme during lunchtime, afterschool, evenings and on weekends.
- The percentage of 11-16 year olds attending 20 or more extracurricular physical or sporting activities increased from 5% during the school year in 2008-09 to 9% in 2011-12. The increase came from the development of the programme and increased number of opportunities as more schools incorporated 5x60.
- During the 2012/2013 academic year performance dropped to 6.12% (result reported in 2013/14) due to high staff turnover and recruitment issues impacting on the number of opportunities available for children to participate in sport and physical activity.
- During this time the service also underwent a review to look at how best it could be restructured in order to become more effective. As a result Active Young People Officers (AYP Officers) now take a more facilitative approach and will provide direct support to primary and secondary schools, as well as local clubs and community organisations within their designated areas.
- The new structure was implemented for the start of the 2013/14 academic year (Sep 13) and has started well with a 10% increase in young people engaged in 5x60 compared to the same time (autumn term) in 2012/13. It is highly anticipated that performance will increase and the projection of 11% for 2014/15 will be achieved in Jul 14.
- However, continued issues surrounding whether volunteers are insured is limiting the role of the AYP Officer who now has to provide direct supervision for each volunteer delivering an activity. This limits the number of opportunities that can be programmed as the AYP officer must be present at all times despite some volunteers having adequate qualifications. The time spent supervising limits the capacity of Officers to do development work. The AYP team is trying to resolve this with the Authority's Insurance Department.
- Despite this performance is still expected to rise each year to 15% in 2017/18.
- The AYP team are currently rolling out 'Play to Learn' and 'Dragon Multi Skills and Sport' across Primary schools to develop the skills and confidence in young people to be motivated to be regularly active as they progress to secondary school and beyond.

- The AYP team has started supporting the delivery of door-step community sport opportunities with Street Games UK. This will continue into 2014/15 academic year. Activities take place on a regular basis at facilities such as Multi Use Games Areas, parks, community centres, open spaces and even car parks depending on the need and the type of activity being delivered. These sessions provide regular opportunities in areas where there are less community sports clubs and lower sport and physical activity rates than local and regional averages.

What works well now:

- The review and restructure has provided a new area based approach to how the service is delivered by making the AYP Officers less involved in the direct delivery of activities but instead concentrating on developing and facilitating more opportunities through community coaches and young leaders.
- Since the appointment of community coaches this has provided regular and stable opportunities for pupils to participate in sport and physical activity.
- Additionally the Community Coaches also provide support to the AYP Officers in the marketing and promotion of all AYP programmes to young people.
- The AYP team have re-engaged with the schools to introduce new staff and emphasise the new area-based approach (as opposed to school-centric).
- Young Leaders and Young Ambassadors are involved in the delivery of the programmes under the direct supervision and support from AYP Officers and Community Sport Coaches. Young Ambassadors have been invaluable in ensuring opportunities are offered and also their enthusiasm to engage other young people, teachers and offer a pupil voice on Sports and Physical Activity.
- AYP Officers are responsible to recruit, train, retain and effectively deploy a range of volunteers assisting in the delivery of the programme, utilising the Development and Outreach Volunteer Policy.
- It is important that a balanced programme of activities is provided, which will include Health & Fitness activities, recreational activities and more traditional sports where children will be encouraged to join clubs.
- A key element has been the use of performance management so that each Active Young People officer will have targets to meet which is monitored monthly.
- The Sport Wales School Sport Survey was undertaken Apr – Jul 2013 and provided data and evidence to help track sports participation trends to shape sports policy and plan the delivery of sport and physical activity across the 5x60 programme in Swansea.

What we are going to do:

| What? | Why? |
|---|--|
| <p>Further develop the young ambassador and young leader programmes across the local authority.</p> <p>Incorporate a Young Person centred model.</p> | <p>To be the young person's voice on PE and school sport in their schools, sports clubs and communities.</p> <p>Harness the enthusiasm of young people to promote the benefits of healthy lifestyles and participation in physical activity.</p> |
| <p>Support the delivery of doorstep sport opportunities in conjunction with Community Sport, Streetgames UK and other partners by ensuring that there is somewhere for young people to go in the community after school to be active.</p> | <p>To sustain children and young people's interest and involvement in their chosen activity or sport.</p> |
| <p>Directly support community sport clubs by attracting new members, access to funding opportunities and workforce development.</p> | <p>To enable sports clubs to build capacity and take on more children and young people and maintain their involvement.</p> |
| <p>Ensure primary and secondary schools across Swansea complete the Sport Wales School Sport Survey.</p> | <p>Data from the survey allows AYP to track sports participation trends, and provides evidence to help shape sports policy and plan the delivery of sport across Swansea.</p> |
| <p>Provide resources and training to schools and community sport clubs and/or organisations to incorporate Play to learn and Dragon Multi-skills and sport into their delivery.</p> | <p>This will contribute to improved levels of physical literacy throughout life and involvement in sport into adulthood.</p> |
| <p>Confirm policies surrounding volunteer deployment within schools with Insurance department.</p> | |

G2. Swimming by age 11

Aim: To increase the percentage of children who can swim at age 11.

Measure: % of children who can swim by age 11.

| Past Performance | | | | | Projection | | |
|------------------|---------|---------|---------|-------------|------------|------------|------------|
| 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 55% | 76% | 82% | 87% | 89%* | 91% | 92% | 93% |

*Results are reported one year in arrears due to the school year ending in July. The 2013-14 result was recorded in July 2013.

Why this is important:

- Increasing the % of children who can swim at age 11 means that children will be safer near water and will learn a life skill that will be fun and contribute towards adopting a healthy lifestyle.

The story behind past performance and expected trends:

- The council has made significant improvement and changes to the way swimming lessons are delivered in recent years resulting in a massive 34% increase in the number of pupils being able to swim by age 11.
- The council increased the number of swimming teachers which improved the opportunity and quality of lessons for schools. Additionally, lesson times were rearranged to reduce the number of lessons but increase the duration of the lessons which has improved pass rates.
- The free swimming grant from the Welsh Government has been used to offer additional free swimming lessons in school holidays to pupils identified as non-swimmers or who are struggling to meet the required standard.
- 1-2-1 lessons for children with disabilities and other children with specific needs were introduced approximately 2 years ago and this will continue.
- According to the calculations used by Sport Wales; Swansea is ranked 7th out of 22 councils for its performance and is by far the best performing city-based council in Wales.
- However, improving upon the 2013/14 result of 89% is now a massive challenge as this represents improving the pass rate amongst hard to reach groups and therefore small incremental improvements should be expected. The forward projection has been revised to reflect this.
- It has been identified that several groups of pupils are struggling to meet the standard. These include some pupils from poorer areas within Swansea, pupils from Black Minority Ethnic backgrounds and transient pupils who move between schools often.

- Due to religious and cultural requirements the main issues surrounding Black Minority Ethnic (BME) swimming include the lack of available pools offering BME swimming opportunities and limited female-only swimming opportunities (just Pentrehafod pool). This has resulted in BME children not having the same level of opportunity to attend casual swimming where they can gain swimming experience and water confidence before they attend school swim lessons which would make them far more likely to meet the required standard.
- As a result primary schools with a high number of BME children record pass rates as low as 13% and 30%.
- The Learn to Swim service has already tried many initiatives to improve these pass rates but with limited success. However, in order to continue improving the pass rate some of these initiatives will be revisited and greater support and co-operation sought from key stakeholders.
- Welsh Government are considering reducing the Junior Free Swim grant from 2014/15 which may impact on targeting individuals through this scheme. If this occurs the school lessons may become some pupils only opportunity to learn to swim and catch-up lessons may not be offered.

What works well now:

- Generally, providing more opportunities for children to swim and to spend longer swimming has a positive impact on children learning to swim by age 11.
- Lessons delivered by qualified swimming teachers are also an important success factor as is getting children to start swimming at an earlier age.
- Using the valued support and co-operation of the school Head and teachers to allow identified year 6 pupils to continue attending additional school swimming lessons if they have not yet reached the standard.
- Agreeing with the schools to split the classes across terms so as to increase the quality and amount of time spent in the pool.
- Schools playing an active role in promoting and informing parents of the importance of swimming lessons particularly amongst BME parents who may perceive barriers i.e. swimming attire and improving attendance at lessons.
- The flexible swimming attire policy allows for certain religious/cultural attire to still be worn (within the limits of health & safety) if necessary.
- Offering free swimming lessons during school holidays.
- Adding a swimming teacher to Morryston pool (previously only pool time was available) for school lessons.

What we are going to do:

| What? | Why? |
|--|--|
| Continue to offer additional free swimming lessons to identified year 5/6 pupils during the school holiday. | To increase the percentage of children who can swim at age 11. |
| Actively engage and inform the parents of all key stage 2 pupils about the importance of swimming lessons (and the flexible swim wear policy) through the school head, teachers and via the swimming co-ordinator meeting directly with parents at parents meetings, coffee mornings and at school events. | To improve attendance at swimming lessons in general and by BME pupils to help increase the percentage of children who can swim at age 11. |
| Work with local BME organisations and groups to further promote the importance of swimming lessons amongst BME parents. | To develop initiatives to encourage ethnic minority children and parents to participate more in swimming. |
| Speak with other councils who have high BME populations to see if there is anything we can learn from them in order to improve our performance. | |
| Review options to expand the opportunities for BME adults and children to participate in casual swimming to support attainment within school swimming lessons. This will include: <ul style="list-style-type: none"> ▪ Revisiting the set-up of a female-only swim programme run by females for females. ▪ Seek support and co-operation from the secondary schools with swimming pools to look at the options to meet demand and offer BME swimming opportunities at these sites. | |

G3. Remaining active following a GP exercise referral

Aim: To increase the percentage of people referred to the Council by Health professionals to still be active after 12 months and indicating that their health has improved.

Measure: General Practitioner (GP) Referrals - % & Number still active after 12 months and indicating that their health has improved

| | Past performance | | | | | | Projection | | |
|------------|------------------|---------|---------|-------------|-------------|----------------------|----------------------|----------------------|----------------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| % | - | 53.8% | 51% | 54% | 51% | 53% | 55% | 57% | 57% |
| No. | - | NA | NA | 145/ 266 | 147/ 289 | 165 / 310 | 180 / 325 | 195 / 340 | 200 / 350 |

Why this is important:

- The Council would like to see more people referred by health professionals to remain active after 12 months to demonstrate that they have adopted a healthier lifestyle.

The story behind past performance and expected trends:

- The Exercise Referral Scheme offered by the City and County of Swansea is part of the National Exercise Referral Scheme (NERS) funded by Welsh Government. The scheme is aimed at people who have a chronic disease or are at risk of developing chronic disease for which becoming more active and exercising would improve their health.
- The aim is for clients to complete the 16 week programme and then make physical activity part of their lifestyle.
- The number of referrals received by the program is increasing and in recent years the number of clients completing the 16 week scheme has risen to 70% (as a percentage of all those starting the 16 week scheme).
- The number of clients who then go on to remain physically active after 12 months has consistently remained above 50% in Swansea (51-54%) which is above the Welsh Governments national target of 50%. 50% is considered to be a challenging target to achieve.
- The administrative process has improved over time and there is now a regular follow up with clients. Client engagement in the scheme is better and participants are more aware of the benefits after the completion of the 16 week scheme.
- Maintaining a balanced programme of physical activity opportunities helps to keep clients interested and therefore more likely to stay in the scheme. Tai Chi was added to the programme and will be expanded in 2014/15.

- Offering clients suitable exit routes so that they can continue following a healthy and active lifestyle has helped keep clients active after the 16 week scheme has ended. Discounted membership of Active Swansea (Council leisure centre) gyms and partner facilities support this. The new upgraded facilities in council leisure centres have helped deliver a slight increase in the number of clients taking out a direct debit membership.
- The exercise professionals delivering the scheme have identified the need for a personal log-book for clients to help them as they progress through the programme and to provide them with useful information (e.g. time table, exercise advice, contact details) to stay informed.
- There is a need to review programmes, ways of working, timetables and priority areas in an effort to maximise the impact of the scheme given the limited resources and the increasing demand for the service.
- Due to the increasing obesity epidemic amongst children and young people referral schemes could become involved in targeting this group. This will probably require a research and development role in the short term, with delivery from new or existing partners in the medium term.

What works well now:

- Having the capacity to engage with GP surgeries to promote the GP referral scheme helps ensure new referrals are suitable and can therefore benefit from the scheme.
- The dedicated and knowledgeable delivery staff with their friendly and encouraging approach plays a significant role in supporting clients to complete the 16 week scheme and foster a change towards leading healthier lifestyles.
- The administrative process has improved over time and there is now a regular follow up with clients. Client engagement in the scheme is better and participants are more aware of the benefits after the completion of the scheme encouraging them to continue adopting a healthier lifestyle.
- There is a clear focus on ensuring that people coming out of the GP exercise referral scheme stay active by offering clients reduced membership costs to become regular members of Active Swansea Fitness suites.
- As well as its own leisure centres, the Council also works with the LC and other partners as the point of exit for participants of the scheme to continue an active lifestyle.
- The Council also makes greater use of partner facilities such as the LC, Hazel Court and Open spaces to help deliver a varied and local programme

- Utilising the support of suitably qualified facility staff (i.e. at the LC, Community Leisure Centres) to provide additional hours of programme activity provides greater opportunity for clients to stay active.
- The national database for the collection of scheme information has improved and now allows us to provide detailed reporting information to medical professionals and other partners.

What we are going to do:

| What? | Why? |
|--|--|
| Offer a wider program of activity to encourage participants to try new activities such as Tai Chi and the Foodwise programme that link to ongoing exit routes to sustain a healthy lifestyle. | To help encourage Exercise referral clients to remain members and stay active. |
| Provide clients with an information booklet to help them log their progress during the scheme, reinforce advice, encourage retention/completion of the scheme and to influence future healthy lifestyle choices. | |
| Continue to provide specific membership packages for Exercise Referral clients to take up a direct debit offer at Active Swansea or partnership sites to support the on-going transition to a more active and healthier lifestyle. | |
| Review the way the programme is delivered in an effort to reduce costs and make efficiency improvements so that the scheme remains effective and continues to offer as many opportunities to referral clients as possible. | To ensure the scheme is sustainable and effectively delivered to support clients adopting healthier lifestyles. |
| Improve data collection methods to ensure that all information is collated properly and can be used to monitor the scheme effectively. In addition roll out the use of electronic tablets to support delivery staff working in the communities to record and collect data and link to back office systems. | To monitor and evaluate the effectiveness of the programme and meet national requirements from funding partners. |

| What? | Why? |
|--|--|
| Work with partners locally and regionally to develop a response to the growing need for a referral type programme for children and young people who currently lead unhealthy lifestyles. | To target children and young people most at risk of obesity related illnesses to help them change their lifestyles and become healthy. |

G4. More Growing spaces

Aim: To increase the number of available growing spaces.

Measure: Number of growing spaces

| Past performance | | | | | | Projection | | |
|------------------|---------|---------|---------|---------|-------------------------------|------------|-----------|-----------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 15 | 15 | 15 | 15 | 16 | 25 Actual = 28 | 40 | 55 | 70 |

Why this is important:

- The Council wants to increase the number of growing spaces to encourage people to grow their own food, to deal with rising food prices and help tackle poverty. This will also encourage self-sufficiency, strengthen communities and provide a healthy activity whilst promoting healthier eating.

The story behind past performance and expected trends:

- Encouraging people to grow their own food is a Council Policy Commitment and is an important element of the Council's strategy to tackle poverty and to help people adopt and develop healthy and sustainable lifestyles.
- The number of available growing spaces, such as Allotments, has remained static over the years. The Council currently has 16 allotted sites, 10 of which are leased to and run by the local community through allotment societies; 1 site which has recently been re-instated and 5 of which are managed by the Council. The Council does not intend to encourage new allotment sites, but more flexible growing spaces.
- The majority of existing Allotment provision is located towards the West of the City. The Council intends to prioritise the development of new spaces in areas that currently have little or no growing spaces.
- The definition of a growing space is flexible and is not restricted to formal allotment provision. It can be viewed as any section of land that is being used for growing and therefore is being managed in any site or area. Sustainable community led projects will be encouraged and prioritised on local land within communities.

- In January 2014 a baseline of the number existing growing spaces was identified. This will enable the measurement of an increase in the number of spaces moving forward.
- In 2013/14 A Community Food and Growing Team was created to co-ordinate food and growing work in Swansea.
- A £50k grow local budget has been provided from 2013/14 towards the development of community growing spaces in order to improve existing spaces and to create new opportunities.
- The Gardenshare Scheme was explored with initial discussions held between the Council, other Social Landlords and Third Sector Older People's services in Swansea. Organisations are currently establishing the level of interest amongst their service users. The development of a scheme will be explored further in 2014/15, if enough interest is identified.
- Raised beds at Community Centres. Whilst none were developed in 2013/14, a discussion was held with the Council's Community Buildings Team about the possibility of identifying land around Centres in 2014/15 for the development of a variety of growing spaces, which could include raised beds.
- It is noted that the development of new and sustainable growing spaces is a gradual process that will take a number of years to establish. The Council is committed to this and feels that significant progress made in 2013/14, will be successfully built on in 2014/15.

What works well now:

- The availability of the 'Grow local' budget from 2013/14 and the work the Council is doing to develop growing spaces has increased the availability of growing spaces and the take up of such spaces. In 2013/14 the fund made 30 awards and enabled the creation of 12 new growing spaces.
- The Council is working with ward members, partners and other landowners in Swansea to identify and release land to increase the number of growing spaces.

What we are going to do:

| What? | Why? |
|--|---|
| Produce guidance and 'route maps' for people interested in developing / using growing spaces. This is linked into the work of Communities First and Community Centres. | To establish the best approach to develop growing spaces. |

| What? | Why? |
|--|---|
| Continue to roll out the Grow Local scheme, by re-launching in April 2014. This will be supported by Communities First and other partners. The aim of this is to increase the number of people developing and using existing and new growing spaces. | To increase the number of growing spaces to help encourage people to grow their own food. |
| Facilitate a 'growing network' for people to share experiences and support each other to develop new growing spaces. | |
| Conduct a mapping exercise to identify suitable land which can be made available for the purpose of growing. | |
| Develop 5 new 'pilot' spaces using a variety of growing approaches, which will be evaluated for their effectiveness. | |

G5. Increasing free school lunch take up

Aim: To increase the percentage of pupils identified in the Pupil Level Annual School Census (PLASC) who take up free school lunch.

Measure: % of pupils identified in PLASC who take up free school lunch – primary / secondary schools

| | Past Performance | | | | | | Projection | | |
|--------------------------|------------------|---------|---------|---------|---------|------------|------------|------------|------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| Primary Schools | 85% | 77% | 79% | 74% | 77% | TBC | 81% | 83% | 85% |
| Secondary Schools | 64% | 61% | 65% | 62% | 64% | TBC | 67% | 68% | 70% |

Why this is important:

- Increasing the % of pupils who take up a nutritious and free school lunch will assist learning and help secure their future well-being.

The story behind past performance and expected trends:

- Swansea is one of the highest performing authorities encouraging children who are entitled to take up free school lunch.
- Swansea Council's school meals service serves up to 13,000 meals a day in education establishments across the City and County.

- There is a link between education attainment and the benefit of eating healthily.
- The school meals service in the primary sector is compliant with Appetite for Life Nutrient and Food based standards and the 3 weekly menus fully comply with Welsh Government standards.
- Secondary schools are working towards total compliance with Appetite for Life Nutrition and Food based standards by September 2013 and have made a significant movement towards this through intensive consultation/tasting sessions with pupils. The Council continues to strive to maintain the nutritional requirements of Appetite for life in both primary and secondary schools.
- The promotion of school meals in the secondary school sector is important to ensure that dining rooms are a pleasant environment and have a clear branding of Café Tawe. This will be taking place from April onwards so that by the new September term we will have some new look dining spaces.
- 26% of those entitled to free school meals in Swansea had breakfast compared to the Welsh average of 23.5%. There is an ongoing effort in the Primary sector through parents meetings to improve the marketing of free breakfast for all pupils in the schools with highest numbers of free school meals through parents meetings in the hope that this will also have an impact on lunch uptake; true measurement / comparison will be available at the end of the fiscal year.
- The Council has been developing cashless payment systems so that it is not obvious which pupils receive free school meals. The cashless system for secondary schools is well near completion for all that wanted to have it implemented. This programme is on target to be finished by the end of the summer term. This gives the pupils the benefit of a quicker means of paying for their meals, reducing queuing and eliminating the stigma of identification with free school meals, thus making the service more attractive to children entitled to these meals. This is with the hope that more children who are entitled to free school meals take it up.
- The Council is doing its best to continue to encourage free school meals by expanding the cashless system for all e.g. Bishop Gore introduced in Sept 2013; Morriston with the new school building has successfully implemented the system with more children using the service. Together with these YGG Bryntawe went live in February 2014, Penyrheol and Gowerton comprehensive schools were due in March 2014.
- The cost of school meals rose to £2.00 in January 2014 to help with increased food cost; meal prices had not previously increased since 2012. The figures to date have not shown any negative impact on uptake but this will be continually reviewed as the intention is to constantly review prices.

What works well now:

- Children benefit from a healthy meal at lunchtime and menus are designed so that lunch time is fun.
- The lunch break is seen, by most pupils, as the most important part of the day, as they crave time to refuel, relax, socialize and exercise.
- Having a nutritionally-balanced school meal in an attractive environment helps improve children’s behaviour and their ability to focus on learning in the afternoons.
- Free School Meals are essential for children as this may be their only hot meal of the day.
- Promoting free school meals through ‘Captain Jack the Pirate – Join the Crew’ themed campaign has helped boost the number of primary-aged children enjoying a healthy school meal at lunch time.
- It is difficult to quantify the effect that the existing cashless system is having on the uptake of free meals as there has been many changes and movements in school rolls e.g. Daniel James closure and pupils moving to Pentrehafod and other locations and the changes in welfare reform from April 2013, which also could have an impact on free meals entitlement. Feedback from pupils indicated that they like the cashless system and that there is a positive benefit in all pupils being treated the same at the lunch counter.

What we are going to do:

| What? | Why? |
|---|---|
| Look to implement a parent pay system for school meals in order to make it easier for parents to pay their children’s dinner money. | To encourage greater take-up of healthy school meals amongst school pupils. |
| Continue to promote school lunches through the Captain Jack themed campaign. | |
| Continue to promote free school meals to eligible pupils. | |

H. People are safe, well and supported to live independently (Adult Services)

Why this is an Improvement Objective

There are key changes to demographic trends and people's expectations of social care that have implications for changing the provision of adult social care services.

1. Changing needs:

- The pressure on social care resources is increasing and is likely to increase further as the effects of an ageing population take hold. With an ageing population, the prevalence of issues such as frailty and dementia are also set to increase. This is demonstrated by the table⁷ below which underlines the changes to Swansea's older people and frail population by 2018. Meanwhile, there is expected to be a 13 per cent increase in the prevalence of dementia in Swansea by 2018⁸.

Table 1: Future demographic projections

| | Total >65s | | | Est. of frail population | | | Frail per 1,000 >65 |
|----------------|------------|--------|--------|--------------------------|-------|--------|---------------------|
| | 2012 | 2018 | Change | 2012 | 2018 | Change | |
| Swansea | 44,290 | 49,396 | +11.5% | 4,687 | 5,226 | +11.5% | 106 |

- Coupled with these demographic changes are reductions in public finances while, at the same time, the costs and expectations of people needing social care are also increasing.
 - This means there will be a greater need for prompt services that are responsive and tailored to meet people's needs and preferences. There will also be a requirement to see a continued improvement in the balance of care towards supporting people to be independent.
 - This shift towards increased independence fits with the national context, espoused by documents such as Sustainable Social Services and the Social Services and Well-being (Wales) Bill, as well as by regional initiatives, such as the Intermediate Care Services model currently being developed by Western Bay partners.
- #### 2. Changing services⁹:
- Both locally and nationally, in order for social care services to be sustainable, there is a realisation that 'things have to be done differently' and a more creative and innovative approach is needed to the delivery of services.

⁷ Sourced from the Western Bay Community Services Intermediate Care Services Business Case 2014

⁸ Sourced from the Western Bay Community Services Intermediate Care Services Business Case 2014

⁹ Swansea Local Service Board (2013) *Strategic Needs Assessment*

- In line with this, the Council is looking at developing a number of models of service delivery away from the more traditional forms of residential and nursing care.
- The Council, for example, has introduced services focused on reablement and rehabilitation, developed so that people can remain independent and within their communities for as long as possible.
- The Council, too, is working with partners in Western Bay to develop rapid response intermediate care services. A three-year business case has been drawn up and a bid will be submitted to access money from the Welsh Government Intermediate Care Fund to be released in April 2014.
- Joint working with health partners has already been introduced with the pilot Integrated Gower Care Team (IGCT). This joint initiative, commenced in October 2013, sees social care and health professionals from both Swansea Council's Social Services and the ABMU Health Board work together to provide care and support to Gower residents.
- Adult Social Services has also focused on encouraging the uptake and development of effective community resources to support older people. Such services are often universal (i.e. do not require an assessment to participate).

The Council's contribution towards improvement

- As evidenced from above, Adult Services is committed to engaging with partners to develop new and innovative services that are cost effective, improve outcomes for service users and reduce risk.

H1. Cases where the risk has been managed

Aim: To increase the percentage of cases where the risk safeguarding vulnerable adults has been managed

Measure: % of cases where the risk has been managed

| | Past Performance | | | | | | Projection | | |
|--|------------------|---------|---------|---------|---------|---------------------|---------------|---------------|---------------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| % of cases where the risk has been managed | - | - | 83.77 % | 90.41 % | 92.00 % | 84.09 % (Q2) | 92.2 % | 92.3 % | 92.4 % |

Why this is important:

Safeguarding is a core function of the work of Social Services. Last year we reviewed our safeguarding arrangements to ensure that they were as effective as possible in managing risk. Two strands can be seen within this review:

1. Regionalising our adult safeguarding arrangements (the Western Bay Regional Safeguarding Adults Board):
 - We have become partners in the Western Bay Safeguarding Adults Board (WBSAB) which, as well as Swansea, covers the local authority areas of Neath Port Talbot and Bridgend as well as the Abertawe Bro-Morgannwg Health Board. The Board will also cover two Basic Command Unit (BCU) areas for South Wales Police.
 - This regional approach to safeguarding will have many inherent advantages such as ensuring consistency across organisations, maximising joint agency learning when things go wrong and working together to identify areas of risk.
 2. Developing a 'everybody's business' approach to safeguarding locally:
 - A review of our safeguarding arrangements this year concluded that, rather than having a discrete specialist team responsible for safeguarding, there was a need for all local authority employees to be involved in the process. In effect, the review recommended that safeguarding becomes 'everybody's business': that the responsibility of safeguarding is shared across Adult Services and partner agencies to ensure that vulnerable adults are protected.
 - To facilitate this, staff from the safeguarding team were transferred to existing social work teams.
 - The overall aim of this new approach is to foster a collective responsibility to safeguarding across all of our staff rather than being thought of as a discrete function of a specialist team.
 - This approach is also thought to be more resilient; this resilience will be needed to cope with the increased demands from an ageing population as well as socio-economic pressures which are likely to lead to greater strains on families and public services.
- Although these developments occurred last year we are still in the process of embedding and reviewing these changes, as will be outlined below.

The story behind past performance and expected trends:

- We have performed marginally above the Welsh average for the relevant national performance indicator (SCA/019 –Referrals completed where evidence that risk as been managed) for the past two financial years.
- Current information shows that Swansea generates more safeguarding referrals and assessments than most other comparable local authorities.
- It was expected that the new arrangements based on 'everybody's business' principle would ensure a more consistent and proportionate response to concerns about possible harm and abuse of vulnerable adults.

- Safeguarding referrals are discussed on a daily and weekly basis to monitor whether thresholds are being applied as per national guidance.
- An important part of how we will understand the effectiveness of the new approach to safeguarding will be from the results of an evaluation exercise we about to undertake. This exercise will examine:
 - The number of, and reasons for, safeguarding referrals before and after these changes.
 - Whether the threshold for undertaking safeguarding investigations has been met more or less frequently since the change to the safeguarding arrangements.
 - Interviews with service users and staff to learn about their experiences of the new safeguarding arrangements.
 - Feedback from partner agencies to gauge their experiences of using the new safeguarding processes.

What works well now:

- It is not possible to say what aspects of the new arrangements are working well until the formal evaluation has been completed. The results are expected to be fed back toward the end of April 2014.

What we are going to do:

| What? | Why? |
|---|--|
| Undertake an evaluation of the new safeguarding arrangements. Results to be fed back in April 2014. | To foster a collective responsibility to safeguarding across all of our staff, increase resilience to cope with the increased demands from an ageing population and refocus social work on the family (rather than the separation of adults and children). |
| Undertake further work exploring integrating safeguarding across adult and child and family services in the Swansea Social Services department. | |
| Investigate further possibilities of how the Signs of Safety method – an innovative strengths-based, safety-organised approach to child protection casework currently being piloted by Child and Family Services – could be adapted for Adult Services. | |

H2. Support more people to be independent

Aim: To increase the number and percentage of people that are supported to be independent.

Measure: No. / % of people that are supported to be independent.

| | Past Performance | | | | | | Projection | | |
|--|------------------|---------|---------|---------|---------|---------|------------|---------|---------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| No. / % of people that are supported to be independent | 6,644 | 7,444 | 6,529 | 6,324 | 6,828 | N/A* | 6,990 | 7,090 | 7,200 |
| | 86.3% | 87.4% | 85.5% | 85.1% | 85.8% | | 86.2% | 86.4% | 86.6% |

*PI builds up over the course of the year. Reporting a Q3 value would be misleading.

Why this is important:

- Keeping people independent is a core social care value and is at the heart of local and national policy. We will continue to work with partner agencies and our service users to promote independence, safety and dignity.
- Due to the importance of our aim to promote independence we have
 - Further rolled out the assessment beds project. The assessment beds project aims, through a short period of rehabilitation/reablement within a care home setting, to help people to live independently at home for as long as possible. We now have 20 assessment beds (12 at Bonymaen House and 8 at Ty Waunarlyydd); the project started in 2011 with just two beds.
 - Participated in a business case to access Welsh Government funding for intermediate care services across the Western Bay footprint. The intermediate services will largely be community-based services provided by either health or social care where there is a strong rehabilitation or reablement focus.
 - Introduced the pilot Integrated Gower Care Team (IGCT). This joint initiative, commenced in October 2013, sees social care and health professionals from both Swansea Council's Social Services and the ABMU Health Board work together to provide care and support in hard to reach areas.
 - Continued, through our Intake Team, to ensure that people referred to them who have lower levels of support needs are diverted from social services care to community and third-sector resources at the point of contact.
 - Continued to embed the 'Community Connectors' Project. This Project, among other things, puts people with a lower level of support need in touch with appropriate community resources so that they can remain independent and less reliant on formal social care services.

The story behind past performance and expected trends:

- The City and County of Swansea has a good record of supporting adults under 65 in the community, and for the indicator relating to those adults (SCA003a), we have been in the top four authorities in Wales each year since 2008/9.
- The indicator compares those people supported wholly in the community to those supported in residential care. In recent years there has been an increase in the number of older people being supported in residential care which has helped reduce the delayed transfers of care.
- In future, considerable work will take place to develop short-term assessment beds and other services that divert older people from admission to permanent care.
- In recent years, there have also been some reductions in the numbers of people receiving particular types of support at home, with the application of eligibility criteria to recommendations for adaptations and provision of equipment.
- Forecasting performance on this indicator is complicated by, for example, the following:
 - Move to develop alternative models of provision (described above) which are intended to reduce the recourse to formal social care services.
 - Anticipated demographic pressure from an ageing population, with six per cent more older people aged 65 and over by 2017.
 - Changes to service provision as a result of implementation of the Social Services and Wellbeing (Wales) Bill.
- As a result, we have set targets which reflect a need to respond to fundamental change in the nature of service provision at a time of great demand.

What works well now:

- We have evaluated two of the projects discussed above – the Community Connector Project and the Assessment Beds Project – to see whether they ‘work well’.
- In terms of the Community Connector project, many service users were extremely positive about this initiative and their work of connecting people with community resources (for example, an older person was supported to join a short-mat bowls club instead of attending a day service).
- The results of the Assessment Bed Evaluation – as will be discussed in more depth below – were generally positive.

What we are going to do:

| What? | Why? |
|---|--|
| Examine how the roll out of more assessment beds is working. | To determine the extent to which service users are returning home and are not being admitted into long-term residential care. |
| We continue monitor the impact of the Community Connector project and also look at exploring how this way of working could help in the prevention of escalating need. | To determine whether this has helped people maintain their independence. |
| Explore integrated care pathways. | It is important, when we are trying to help people maintain their independence, that we explore different models of care with partners to realise benefits such as improved outcomes and possible reduced costs. |

H3. Reducing the time taken to install aids and equipment

Aim: To reduce the average number of working days taken from the completion of the care plan to provision and / or installation of aids / equipment.

Measure: (SSA2) The average number of working days taken from the completion of the care plan to provision and / or installation of aids / equipment.

| The average number of working days taken from the completion of the care plan to provision and / or installation of aids / equipment. | | | | | | | | |
|---|---------|---------|---------|---------|------------------|------------|----------|----------|
| Past Performance | | | | | | Projection | | |
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 5 | 5 | 5.46 | 6.69 | 7.32 | 7.39 (Q3) | 7 | 7 | 7 |

Why this is important:

- We want to reduce the amount of time people can expect to wait for an item of equipment, essential to their remaining supported at home, to be delivered.
- To achieve this, we will aim to reduce the time taken between the completion of the care plan to time when the provision of, and/or installation of aids and equipment.
- We will continue to meet the Local Performance Indicator target, currently set at seven working days, as set out in the Section 33 Agreement and Service Specification.

- The receipt of community equipment by the service user in a timely fashion significantly impacts on the need for admission to hospital or a residential care setting.

The story behind past performance and expected trends:

- From April 2012 a new contract was agreed with partners enabling new infrastructure investment and a new IT system to become operational.
- Present performance is near to the seven days, as set out in the joint agreement.
- There are some significant changes as part of the new service agreement:
 - Firstly, an increased focus on more specialist, bespoke and often bulky items which cannot be kept in stock, and have to be ordered.
 - Secondly, we now exclude items issued to directly to hospital patients on their discharge which means that the remainder are now those specialist items provided by the Local Authority
- We will continue to work with partners to monitor performance.
- Target will continue to be set in light of the joint service agreement for equipment provision (agreed with Neath Port Talbot CBC and ABMU); this specifies a delivery standard of seven days so any target below seven days would incur additional costs to the service.

What works well now:

- The Community Equipment and Alarm Services has re-located to form a central hub of provision; and a more integrated service for service users.
- In addition, the premises now offer a Demonstration facility for Service Users to try equipment before their own installation takes place, thereby increasing choice and participation.
- We have a Joint Manager in place to improve service efficiency.
- A new shared IT system operational offers much greater potential for customer service and ease of ordering for practitioners.

What we are going to do:

| What? | Why? |
|--|---|
| We need to continue to look at how we can make the Community Equipment Store as efficient and sustainable as possible. | Demand has gone up by over 10 per cent in the past twelve months. It is vital that we, along with our partners, are able to meet the demand on the Service. |

| What? | Why? |
|--|---|
| We need to consider how these delays may affect the service. | There have been delays in the further development of the customer service system. We need to ensure that we appropriately identify and track items of equipment which could be recycled. |
| Continue to monitor targets for the provision and installation of equipment to help people remain at home. | Joint monitoring of performance and delays as part of service agreement. This can also help prevent delayed discharges, and also reduce the need for admission to hospital or residential care. |

H4. Clients returning home after re-ablement

Aim: To increase the numbers / % of clients returning home following a period of re-ablement instead of going into long term residential care.

Measure: The number / % of clients returning home following re-ablement.

| | Past Performance | | | | | | Projection | | |
|--|------------------|---------|---------|---|---------|--------------------|--|---------|---------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| The no / % of clients returning home following re-ablement | Not applicable | | | 52 per cent returned home ¹⁰ | | 60% returned home. | Not able to provide projections at present: pilot is too new | | |

Why this is important:

- Reablement is central to the way in which we want to deliver care within Swansea Social Services.
- Reablement involves an assessment period whereby care staff will aim to do less for service users and more with them, helping people to develop confidence in their own abilities and regain skills.

¹⁰ Because of the small number of service users involved this data includes clients who used the service during 2011-12 and 2012-13; this figure therefore represents performance for both years.

- Over past few years, reablement has been provided through our Domiciliary Care Assessment Service (DCAS). DCAS is a short-term domiciliary care service run by our in-house Home Care Services. When someone has been assessed as needing domiciliary care, this will initially be provided by DCAS. DCAS has a dual role. Primarily it is an assessment service, which works out the level of long-term care that service users require. It is also an enablement service where care staff, community health staff and occupational therapists work with service users to maximise their capabilities and encourage independence.
- All community care assistants receive reablement training to support and aid the reablement process. For newly appointed staff, training is now provided by Personal Care Consultants; this ensures that they have the key skills and knowledge to support service users to be more enabled.
- Under the Transformation of Adult Social Services (TASS) programme, and to complement DCAS, we have been piloting assessment beds. The beds were first introduced in 2011 with the aim to prevent those people who could be described as being in 'crisis' – for example suffering from an acute urinary tract infection – from being admitted temporarily into a care home (or even hospital).
- Temporary admission to a care home can, for a number of reasons, lead to service users moving permanently into long-term residential care rather than returning home.
- The assessment beds, it is hoped, will prevent this situation from arising as much as possible: through intensive reablement support from staff to build strength, skills and confidence people can return to their own homes.
- The assessment beds are important because they facilitate greater outcomes for service users, provide high-quality and person centred care and are more financially sustainable than long-term residential care.

The story behind past performance and expected trends:

- An evaluation of the effectiveness of Bonymaen House in providing reablement support was undertaken in August 2013.
- The evaluation considered the outcomes of the 53 people who had stayed in the assessment beds.
- Of that group, over half of people had successfully returned home (60.38 per cent). Moreover, after a further six weeks, over three-quarters of those people who could be studied in the follow up survey were still at home.
- Staff and partners are positive about the Bonymaen assessment beds service and that the service is a high-quality innovation which contributes to extremely positive outcomes achieved by service users with often very complex needs.

What works well now:

- The use of assessment beds appears to be working well in reablement, preventing escalating needs as well as supporting good outcomes for people who wish to remain at home.
- The early indications from assessment beds now in place in other services are also promising.
- We will carry out a further evaluation of the assessment beds services – paying particular attention to how these beds are successful are supporting people with dementia to return home.

What we are going to do:

| What? | Why? |
|--|--|
| Examine how the roll out of more assessment beds is working, with an emphasis on older people with dementia. | To determine the extent to which service users are returning home and are not being admitted into long-term residential care. |
| Explore integrated care pathways. | It is important, when we are trying to help people maintain their independence, that we explore different models of care with partners to realise benefits such as improved outcomes and possible reduced costs. |

I. Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas

Why this is an Improvement Objective

There are key issues that have implications for the need to help people recycle more of their waste.

1. National Waste Strategy:

- Local Authorities are facing significant legislative and policy measures including the Landfill Allowance Scheme (LAS), Landfill Tax and the imposition of recycling and composting targets.
- The Welsh Government published a revised national waste strategy in 2010, entitled Towards Zero Waste which sets out sustainable waste management and waste reduction targets for authorities.
- Landfill sites are regulated via environmental permits issued to the operator. The design, operation, monitoring, closure and aftercare of landfill sites are subject to the requirements of the EU Landfill Directive and landfill should be the last option for most waste, especially biodegradable and recyclable waste.
- Landfill capacity is running out and the UK landfill tax is also set to increase by £8 per tonne until 2014 equalising the cost of landfill and alternatives; in time, this will make landfill more expensive than alternative disposal methods.
- Statutory targets for increasing the amount of municipal waste that is recycled or composted is 52% in 2013/14; this will rise to 58% by 2015/16.

2. Local and national performance:

- The Council's performance increasing recycling has improved steadily over the last few years going from 31.57% in 2008/09 to 48% in 2012/13.
- However, when compared to other Local Authorities in Wales, Swansea's performance has been below the Welsh average of 52.26% (2012/13) with the Council being placed 20th in Wales.
- If the targets set by Welsh government are not met then the levy fines of £200 for every tonne that the target is missed will be enforced, which would mean an additional £250,000 for every 1% short of the target missed.
- The Council's service development strategy for Waste spans 15 years to show how the higher rate of 70% recycling will be met by 2025.

- Prior to August, the Council's main landfill site at Tir John, along with other recycling centres in the City were managed by Swansea Waste Disposal Company, an arm's length company of the Council.
- However, since August the Council has become directly responsible for these services. This gives the Council more flexibility to develop and improve its recycling services, increase the potential for achieving national recycling targets and tough landfill allowances by bringing the waste services in-house.
- In previous years, legislation meant that local authorities were required to create arm's length companies to manage waste disposal services, but the rules have since changed and councils are being encouraged to take advantage of the changes.

The Council's contribution towards improvement

- The Council has been encouraging people to recycle, reuse and reduce their household waste.
- The Council has undertaken a number of initiatives to try and help facilitate this and it has been successful in achieving year on year increases in the recycling rate and reducing the amount of waste sent to landfill.
- However, meeting the statutory targets has proved challenging and more work will be needed in order to meet the statutory targets within the timescales.

11. Recycling more waste, sending less waste to landfill

Aim: To increase the percentage of municipal waste re-used, recycled and composted.

Measure: **(WMT/009b)** % of municipal waste being re-used, recycled and composted.

(WMT/004b) - % of municipal waste sent to landfill

| Past Performance | | | | | Projection | | | |
|---|---------|---------|---------|----------------------------------|----------------|------------|-----------------------------|------------|
| (WMT/009b) % of municipal waste being re-used, recycled and composted. | | | | | | | | |
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 31.57 % | 34.55 % | 40.47 % | 45.15 % | 47.87% (Statutory target 52%) | 52% TBC | 54% | 58% Statutory target | 61% |

| Past Performance | | | | | Projection | | | |
|---|---------|---------|---------|---------|--------------------|------------|------------|------------|
| (WMT/004) % of municipal waste sent to landfill. | | | | | | | | |
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 67.67 % | 64.93 % | 59.26 % | 54.54 % | 49.5% | 46% TBC | 46% | 42% | 39% |

Why this is important:

- Reducing the amount of waste produced together with increasing the levels of waste recycled/composted, will significantly improve our ability to meet Welsh Government targets, avoid penalties and help contribute to protecting finite resources.

The story behind past performance and expected trends:

- The authority has seen year on year increases in the percentage of materials re-used/recycled/composted. However despite the introduction of the numerous waste minimisation/re-use and recycling initiatives, which saw the overall recycling rate rise by 2.72%, the authority failed to meet the statutory 52% recycling rate for 2012/13.
- The authority achieved an overall recycling rate of 47.87% in 2012/13 against an all Wales average of 52.5% positioning Swansea 20th out of the 22 local authorities in Wales. Swansea has a composting rate of 16.55% against an all Wales average of 18.62% which places Swansea in 14th position, and a dry recycling rate of 31.14% against an all Wales average of 32.02% which again place Swansea in 14th place in terms of performance.
- Current estimations are that the authority is on track to meet the statutory 52% recycling target in 2013/14 with waste returns currently showing an increase in the tonnages recycled over the first 3 quarters up over 4,500 tonnes in comparison to the similar period last year. In a bid to help ensure the target is met the Authority has continued to develop and promote number of initiatives and introduced a number of new ones including:
 - An ongoing campaign encouraging residents and businesses to reduce the amount of waste they produce.
 - The expansion of the kerbside recycling service to include the collection of cardboard.
 - The expansion of the kitchen and garden waste collection service to cover the whole of the County.
 - The introduction of a kerbside mixed plastic collection to all residents and businesses.
 - The introduction of alternative weekly collections (AWC) for black bag waste
 - An ongoing door knocking campaign to encourage residents to participate in the various recycling schemes available

- The development of a 'Re-use' facility at the Baling Plant which diverts items which would have gone to landfill and offers them for sale to the general public.
 - The introduction of 'Meet and Greet' officers at Household Waste Recycling Centres (HWRC's) to offer advice and assistance to residents to re-use/recycle/compost the materials they bring to the sites.
 - The introduction of rubble recycling facilities at HWRC's.
 - The sorting of waste presented at HWRC's to recover recyclable materials.
 - A trial to sort commercial and HWRC waste to remove recyclable materials.
 - The sourcing of an outlet to recycle/re-use street cleansing waste.
 - The introduction recycling facilities at flats.
- Whilst most of the initiatives proved to be beneficial in raising awareness and increasing the overall performance of the authority, it is evident that further development needs to be undertaken to gain the maximum benefit from some of the schemes. In particular more work to promote partnership working with third sector organisations to develop re-use facilities and further initiatives to promote waste minimisation both from households and businesses need to be developed.
 - The statutory target for the % of Municipal waste which has to be re-used/recycled or composted currently stands at 52%, this is set to rise to 58% in 2015/16 and 64% in 2019/20. Failure to meet the targets set could result in the authority being fined up to £200 for each tonne the target is missed by, which equates to approximately £225k for every percentage the target is missed by. The authority has in place a strategy to try and meet these targets, which are challenging given the economic climate and the reduction in grant funding from Welsh Government to help undertake the necessary initiatives.
 - Whilst it is difficult to accurately estimate the exact impact each initiative will have on our overall performance it is anticipated that with the full implementation of the initiatives detailed on the next page ('What are we going to do?'), the authority will increase its overall recycling/composting rate to 54% in 2014/15 which meets the statutory target. The development of existing initiatives and the funding and implementation of further planned initiatives should see the authority meet the statutory target of 58% during 2015/16.

What works well now:

- The ongoing door knocking campaign has proved successful in persuading residents who didn't recycle/compost their household waste to start to do so. The success of the scheme has attracted the attention of other authorities who have sought our advice on introducing similar schemes. To-date around 36,000 properties have being targeted with surveys showing an increase in the tonnages of recyclate collected from the targeted areas of 10-15%, which represents a diversion from landfill to recycling of approximately 1,500 tonnes per annum and this equates to an approximate increase of 1.3% in our overall performance.

- The introduction of recycling facilities at flats has also proved productive and our service has been recognised as a model of good practice by the Waste and Resources Action Programme (WRAP) an independent organisation funded by the government. Recycling facilities have been provided to over 10,000 properties which had little or no provision prior to the development of the scheme.
- The development of a 'Re-Use' shop at the Baling plant has been a great success with numerous authorities seeking our advice in introducing similar facilities. The facility has enabled the authority to re-use approximately 200 tonnes of materials that would otherwise have gone to landfill.
- The introduction of 'Meet and Greet' officers at HWRC's has been well received along with the introduction of rubble recycling facilities. This has led to an increase in the % of materials recycled at the sites with rates rising from an average of 55.8% for the first 3 quarters of 2012/13 to 61.3% for the same period of 2013/14.
- The Commercial Waste recycling service is one of the most comprehensive in Wales and is responsible for recycling of over 2,500 tonnes in the last year.

What we are going to do:

| What? | Why? |
|---|--|
| Continue the ongoing door knocking campaign. | To persuade residents currently not participating in the recycling schemes to do so thus enabling the authority to boost the level of recycling being achieved and reduce the amount of waste being sent to landfill. Surveys have shown that participation has increased in the areas targeted and the tonnages collected increased by 10-15% in the areas covered. |
| Introduce a limit of 3 black bags per fortnight for households. | To encourage residents to reduce the amount of waste produced and recycle as much as possible. This should lead to a reduction in the amount of waste being sent to landfill and an increase in the overall recycling figures. |
| Develop a picking station at the Baling Plant. | To improve the recovery rates of recyclables from commercial and HWRC waste, reduce the amount of waste being landfilled and boost recovery rates of recyclable materials. |

| What? | Why? |
|---|--|
| Undertake improvements at HWRC's. | To improve the recovery rate of recyclable material. |
| Undertake a review of the Commercial Waste Collection service. | To improve boost the level of materials recycled, improve the efficiency of the collection services and reduce the amount of material being sent to landfill. |
| Undertake a continued education/awareness programme. | To encourage residents and businesses to reduce the amount of waste they produce and to recycle wherever possible. |
| Install new signage and improved layout at HWRC'S. | To better inform residents of the recycling facilities at each site and enable safe access to the facilities. This should lead to an increased capture of recyclable materials, a reduction in the amount of material being sent to landfill and an increase in our recycling performance. |
| Source an outlet to recycle waste carpets and underlay. | To enable carpets to be diverted away from being incinerated and provide a boost our recycling performance. |
| Investigate the costs and benefits of pre-sorting of residual waste prior to disposal via Energy From Waste (EFW) | To boost the recovery of recyclates from material that would otherwise have gone for disposal and reduce the % of waste being sent to landfill. |
| Further develop partnerships with third sector organisations. | To encourage the re-use of household items thus reducing the amount of waste being presented for disposal. |

12. Clearing fly tipping promptly

Aim: To increase the percentage of fly tipping incidents cleared promptly.

Measure: (STS/006) % of reported fly tipping incidents cleared within 5 working days.

| Past Performance | | | | | Projection | | | |
|---|---------|---------|---------|---------|--------------------|------------|------------|------------|
| (STS/006) % of reported fly tipping incidents cleared within 5 working days. | | | | | | | | |
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| 93.03 % | 96.39 % | 92.50 % | 86.08 % | 92.9 % | 93% TBC | 95% | 95% | 95% |

Why this is important:

- If we improve our arrangements for collecting and recycling waste then this should have a beneficial impact on reducing the incidents of fly tipping and should improve the speed with which incidents are dealt with.

The story behind past performance and expected trends:

- Performance since 2009/10 has been on a downward trend going from 96.39% in 2009/10 to 86.1% in 2011/12; although in 2012-13 this improved to 92.9%.
- During 2011/12 the basis of calculating the figures changed, which partly accounts for the lower result that year. The definition of the national performance measure around fly tipping (STS/006) allows authorities to interpret the collection of data differently on what constitutes a single fly tipping incident and there appears to be significant variations in results across Wales.
- In 2011/12 there were operational / organisational changes within the Street Scene services, which have been implemented; this also had an influence on performance during this period.
- In 2012/13 working methods were examined using the 'systems thinking' approach and changes made to reduce waste and delay. These changes have proved successful and the actual figures have risen back to pre-merger levels despite having a smaller workforce and restrictions on agency cover.
- These changes together with a community based approach should improve the existing level of the service going forward.

- Work has been undertaken on keeping the relevant employees updated of the outcome of their work to help them appreciate the reasons behind the instruction to search for evidence and to help improve the service.
- All bags are now searched for evidence to allow notification and prosecution with the aim of reducing the amount of fly tipping carried out. These processes introduced last year have been embedded and staff have been made aware of statistics in relation to bag searches and how this relates to notices and warning letters.
- Vehicle savings have been made (a large lorry mounted crane), which has a direct impact on performance; the Council hires a vehicle on a periodic basis in relation to large items of waste, which will not meet targets but is cost effective (for example removing a refrigerator in a ditch).
- There has been a reduction in resources available due to positions being put on hold pending redundancies elsewhere. Work has continued with the community payback teams, although this will have had little effect on performance. Repeat problem areas have been tackled through increased enforcement.
- 2012/13 figures give Swansea the third highest total number of reported incidents to clear. This includes the handling of domestic waste that has been put out at the wrong time. With this high demand in mind Swansea's performance would be listed higher if the performance was rated on number of incidents cleared rather than as a percentage. It should also be noted that some of the very high performers have very a very low number of incidents.
- Most councils fall into the 90%+ band, with 92-96% being standard. Variations can be expected in each quarter, Swansea's results this year vary from 91% in Quarter 1 to 96% in Quarter 3.
- We cannot project figures accurately as these are largely dependent on the nature of the waste experienced; however approximately 93% is expected overall. When the proposed 3 bags limit for domestic waste arrangements come into force the demand will need to be reviewed but no significant change is expected initially.
- Overall, the Council is on track to meet the target of 93% despite an increasing number of incidents being reported.

What works well now:

- As part of the operational and organisational changes made to working methods, requests for fly tipping removal now go directly to those responsible for dealing with it.
- Keeping the relevant employees updated of the outcome of their work to help them appreciate the reasons behind the instruction to search for evidence and to help improve the service.

- All bags are now searched for evidence to allow notification and prosecution with the aim of reducing the amount of fly tipping carried out.
- Partnering with Community groups such as “Friends of Parc William” in Lower Loughor where volunteers take proactive action to reduce the number of fly tipping incidents.

What we are going to do:

| What? | Why? |
|---|---|
| We have started working with Association of Public Service Excellence to review some operational areas including street cleansing. | To look at ways to reduce the demand would come through more focus on education and enforcement. |
| To promote the principle of partnering with other Community groups across the City and County and support them to reduce littering and fly tipping. | To achieve a reduction in littering and fly tipping. |
| We will continue to target our private enforcement team on problem areas. | To reduce problem/ repeat areas |
| To continue developing links with the community payback teams. | To tackle issues considered to be in outside of our responsibility (unregistered land, non-adopted highway) but still of concern to the public. |

Where to find additional information

Standing Up for Swansea Corporate Improvement Plan 2013/17

The Performance & Delivery Service has prepared this document on behalf of the Council. If you have any questions or comments on the content of this plan, you can contact the Performance & Delivery team by: Email to improvement@swansea.gov.uk Telephone 01792 636852.

The Corporate Improvement Plan 2013-17 updated for 2014-15 can be found by clicking on the following web link: www.swansea.gov.uk/cipupdate2014

One Swansea Plan

If you are interested in finding out more about the *One Swansea Plan*, then you can do so via the Council's web-site.

Also, if you have any questions related to the *One Swansea Plan*, you can contact the Scrutiny Team by:

scrutiny@swansea.gov.uk

Telephone 01792 637732

Local Service Board

Equality & Diversity

Scrutiny Board Reports

Sustainable Development

All information relating to the above can be found on the Council's website at:

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

Wales Audit Office inspection reports

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=1>