

# **Improving What Matters...a review of performance in 2012-13**

## *Annual Review of Performance 2012-13*

**City and County of Swansea  
Dinas a Sir Abertawe**



## Contents

<b>1</b>	<b>Introduction</b>	<b>Page 3</b>
<b>2</b>	<b>Part 1 – Summary of evaluations delivering the Council’s Improvement Objectives 2012/13</b>	<b>Page 7</b>
<b>3</b>	<b>Part 2 – Full evaluations delivering the Council’s Improvement Objectives in 2012/13</b>	<b>Page 10</b>
<b>3.1</b>	Improvement Objective 1: Ensure that younger adults, older people and carers have more choice and control over how they are supported by transforming adult social services.	<b>Page 10</b>
<b>3.2</b>	Improvement Objective 2: Ensure that vulnerable children are safeguarded and supported by maintaining and continuing improvements to Child and Family services.	<b>Page 15</b>
<b>3.3</b>	Improvement Objective 3: Improve learning outcomes and assist pupils to achieve their potential	<b>Page 20</b>
<b>3.4</b>	Improvement Objective 4: Minimise waste and increase composting and recycling by promoting and facilitating the delivery of waste management and recycling services	<b>Page 25</b>
<b>3.5</b>	Improvement Objective 5: Improve people’s employability by maximising the impact of the Council’s regeneration programme to offer and facilitate training and work placements	<b>Page 32</b>

<b>4</b>	<b>Part 3 – Other key areas of performance</b>	<b>Page 39</b>
<b>5</b>	<b>Part 4 - Collaboration with others in 2012/13</b>	<b>Page 42</b>
<b>6</b>	<b>Part 5 – Performance Information and its use</b>	<b>Page 46</b>
<b>7</b>	<b>Where to find additional information</b>	<b>Page 58</b>

## Introduction

The change agenda facing the public sector is well documented. Increasing demands for services fuelled by demographic trends and increasing public expectations are an inexorable driver for change and improvement. The economic climate will see downward pressure on public sector budgets and a continuing pursuit of efficiency savings.

Irrespective of these pressures this Council has a duty to pursue service excellence, improvement and efficiency. We must do this within our organisation and by working with other Local Authorities, the Welsh Government, other public and 3rd sector bodies and most importantly with the community of Swansea.

The Corporate Improvement Plan 2012/13 was specifically about service improvement and the Council's commitment to the protection of front line services.

The Community Plan in 2012/13 set out our vision during this period to be a distinctive European City by 2020.

Our strategic programme contained key projects to deliver widespread and sustainable improvement, notably,

- QEd - to raise standards of literacy, attainment and achievement.
- Child & Family Services - to provide protection for vulnerable children on a sustainable basis.
- Adult Care - transform services to meet growing demands and service flexibility.
- Workforce Programme - to modernise working practices, pay systems and appraisal and to have a workforce to meet the challenges.
- Waste Management - to increase recycling and deal with escalating costs.
- Leisure Services - to deliver new models of service delivery whilst increasing physical activity and improving health.

The Corporate Improvement Plan for 2012/13 'Improving what matters' was the Council's specific response to the Welsh Government's quite reasonable requirement to publish our plans for improvement against specific objectives. The CIP is the Council's main strategic plan that sets out what the Council's priorities for improvement are, how they will be delivered and how success will be measured.

The Corporate Improvement Plan for 2012/13 can be accessed by clicking on the following link: [Corporate Improvement Plan 2012-13](#)

This Annual Review of Performance 2012/13 is the Council's own self-assessment on its performance delivering the priorities (called 'Improvement Objectives') outlined in the Corporate Improvement Plan 2012/13.

## **What was our Mission in 2012/13?**

DELIVERING QUALITY SERVICES FOR A GREENER, SAFER MORE PROSPEROUS SWANSEA

## **What was the shared vision for Swansea in 2012/13?**

By 2020 Swansea will aim to be a distinctive European City. Making the City & County a place which:

- is great to live in
- provides a great start to life
- provides excellent education opportunities
- is safe and feels safe
- supports a prosperous economy
- supports and promotes good health
- provides the best possible services.

## **What were our community objectives in 2012/13?**

1. Improve Swansea's environment for everyone
2. Make a better Swansea for all children and young people
3. Ensure excellent education opportunities for everyone in Swansea
4. Make Swansea safer for everyone
5. Make Swansea more prosperous for everyone
6. Improve health, social care and wellbeing in Swansea for everyone
7. Make better use of our resources.

## **What were the key things that we wanted to improve in 2012/13?**

The Welsh Government requires all Councils to publish their plans for improving what they do and how they do it. The key areas we wanted to improve were to:

- 1. Ensure that younger adults, older people and carers have more choice and control over how they are supported by transforming adult social services*
- 2. Ensure that vulnerable children are safeguarded and supported by maintaining and continuing improvements to Child and Family services.*
- 3. Improve learning outcomes and assist pupils to achieve their potential.*
- 4. Minimise waste and increase composting and recycling by promoting and facilitating the delivery of waste management and recycling services.*

*5. Improve people's employability by maximising the impact of the Council's regeneration programme to offer and facilitate training and work placements.*

#### **How is the Annual Review of Performance 2012/13 structured?**

- **Part 1 – Summary of evaluations delivering the Council's improvement priorities in 2012/13** - represents a summary critique where the Council presents a précised conclusion of its own evaluation of its performance delivering its Improvement Objectives during 2012/13.
- **Part 2 – Full evaluations delivering the Council's improvement priorities in 2012/13** - the Council's own full evaluation of its performance delivering its Improvement Objectives during 2012/13. Each self-evaluation seeks to address the following considerations:
  - The benefit or impact / outcome for service users.
  - How performance compares with others.
  - For each Improvement Objective, a critical appraisal of how the Council thinks it has done & what it is going to do differently as a result.
- **Part 3 – Other areas of performance** - The Council has a number of other business critical concerns beyond its Improvement Objectives. This part highlights some specific work that was undertaken in these areas during 2012/13 beyond the Council's day-to-day operations.
- **Part 4 - Collaboration with others in 2012/13** - The Council will always seek to collaborate with other Welsh Councils to improve service efficiency and effectiveness. This part illustrates how the Council is collaborating with others across a wide range of services in some key areas. More information on our partners' contribution towards our Improvement Objectives is contained within Part 2 of the Annual Review of Performance.
- **Part 5 – Performance Information and its use** - The Council has to plan what services it will deliver within the available resources. The Council has to ensure that its services meet the needs and aspirations of the people of Swansea and that they are effective and provide value for money. This part shows how the Council plans for and puts arrangements in place to secure improvement.

#### **How can you get involved and propose new 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 and if and 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 on the next page.

[www.swanseasays.org.uk](http://www.swanseasays.org.uk)

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](mailto:consultation@swansea.gov.uk)

You can also get involved through the Council's Scrutiny Boards and panels, which are open to the public (see link below)

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

or you can contact the Council's Access to Services Team to get involved on tel: 636907 or email [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

If you wish to propose new improvement priorities for 2013/17, you can contact the Council at any time by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 636852.

## Part 1 - Summary of evaluations delivering the Council's improvement priorities in 2012/13

This part represents a summary critique where the Council presents a précised conclusion of its own evaluation of its performance delivering its Improvement Objectives during 2012/13.

### Improvement Objective 1

*Ensure that younger adults, older people and carers have more choice and control over how they are supported by transforming adult social services.*

#### Summary evaluation

- Overall, the Council has made progress towards its Adult Social Services Improvement Objective and is improving the balance of care towards a more sustainable model where clients have more voice, choice and control over meeting their needs. Some significant challenges remain, such as improving the balance of care for older people and particularly on developing capacity across the system to meet increasing demand with diminishing resources.

### Improvement Objective 2

*Ensure that vulnerable children are safeguarded and supported by maintaining and continuing improvements to Child and Family services.*

#### Summary evaluation

- The Council is making improvements most notably by: reducing referrals to Child & Family Services; enabling more looked after children to live nearer to home, and; supporting adoption and fostering. Challenges remain balancing these improvements with safely reducing the number of looked after children, meeting the needs of children requiring adoption and maintaining placement stability.



### Improvement Objective 3

*Improve learning outcomes and assist pupils to achieve their potential.*

#### Summary evaluation

- The Council has demonstrated progress in educational attainment across all of the key stages assisted by improvements being made to literacy. Further progress in continuing to reduce the numbers of young people who are NEET is also evident and the Council continues to take forward initiatives to reduce the impact of poverty on learning. Challenges however remain in increasing the rate of improvement, particularly where school attendance is concerned, and continuing to improve the Council's performance relative to the rest of Wales.

### Improvement Objective 4

*Minimise waste and increase composting and recycling by promoting and facilitating the delivery of waste management and recycling services*

#### Summary evaluation

- The Council has successfully implemented a number of initiatives that has steadily increased the amount of waste it recycles and reduced the amount of waste sent to landfill. Public satisfaction with the Council's recycling services is good. However, despite these improvements, the Council failed to meet the statutory recycling target in 2012/13 and performance is poor relative to other Councils in Wales. The Council does however have plans in place to further increase the recycling rate and improve its national performance and it anticipates that it will meet the 2015/16 statutory recycling target.

## Improvement Objective 5

*Improve people's employability by maximising the impact of the Council's regeneration programme to offer and facilitate training and work placements*

### Summary evaluation

- The Council has, through the Beyond Bricks and Mortar (BBM) project, increased the number of regeneration projects containing social benefit clauses aimed at providing work and training opportunities for the unemployed and economically inactive. BBM has sometimes struggled to maintain the flow of trainees from participating organisations but has overcome this by working more closely with colleges and businesses. BBM will increase the number of social benefits offered in future by extending its coverage into service and care based contracts.
- Despite suffering staff shortages during the year that limited its capacity, the Workways initiative took appropriate measures and increased the number of people entering employment as a result of their participation and improved participant satisfaction with the scheme. The Workways scheme is likely to be extended going forward and staff shortages will need to be addressed if it is to continue to offer quality support to people who are unemployed or economically inactive.

## Part 2 – Full evaluations delivering the Council’s Improvement Objectives in 2012/13

This part is the Council’s own full evaluation of its performance delivering its Improvement Objectives during 2012/13. Each self-evaluation seeks to address the following considerations:

- The benefit or impact / outcome for service users.
- How performance compares with others.
- For each Improvement Objective, a critical appraisal of how the Council thinks it has done & what it is going to do differently as a result.

### Improvement Objective 1:

**Ensure that younger adults, older people and carers have more choice and control over how they are supported by transforming adult social services.**

#### Why did we choose this objective?

- An ageing population, limited public finance, increased costs and the changing expectations of people who need support all combine to create different and increased demand for adult social care services.
- 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 community based support.

#### What did we want to do?

- We aimed to ensure that younger adults, older people and their carers have more choice and control over how their social care needs are met, by transforming the way adult social care services can be accessed, how information is made available and how citizens experience support.
- In achieving the right balance of care within sustainable social services, clearly the aim must be to support more people towards independence in their own homes, through community- based services, support to carers, and to encourage reablement rather than maintaining people through long term packages of care.
- We wanted to move from the existing model:

- access to social care services to the adult population needing improvement, particularly older people at risk of remaining in hospital.
- social care based around traditional range of community and residential services.
- In particular we wanted to see:
  - Hospital inpatients experiencing fewer delays leaving hospital
  - More people having care plans completed and reviewed promptly to ensure that we were meeting identified need.
  - Older people helped to live at home and within the community rather than in a care setting.
  - Continue to work with partners to provide community alarms and assistive technology in a timely way.

### **What have we done?**

- Over the previous 12 months adult social services have concentrated on improving outcomes for the families that use our services. We are striving to ensure that service users and carers have more choice, voice and control over how they are supported to achieve their goals.
- This year we have continued to experience financial pressures with increasing demands placed upon social services in general but specifically in relation to older people and this has had an impact on resources and some performance targets.
- Swansea's strategy is to support citizens to consider the full range of alternatives in meeting their social care needs, yet we are still reporting a higher number of older people receiving services, and demand for residential care remains high.
- Adult Services is managing to sustain a low level of delayed transfers of care by working closely with colleagues in Health. Changes include: all hospital referrals now routed through the Intake Team making use of an online process; a reconfiguration of hospital Social Work Teams to become a single team, and; two Emergency Placements workshops held with social services / health colleagues to improve the client pathway between community and hospital based care and reduce the number of emergency placements.
- We have continued to implement and monitor the priorities set out within our Commissioning Strategic Framework aimed at Improving the range, quality and experience of social care services to all adult client groups in Swansea, particularly with a view to supporting clients' independence within the community.

- The implementation of the Mental Health measure requires a target of 100% of care plans being reviewed. Improvements that we have made include: ensuring that we are properly identifying active clients and carers; working with individual teams to ensure care plans are in place and reviews are carried out in timescale supported by team based performance reporting, and; continuing to explore alternative ways for undertaking appropriate reviews.
- We are supporting more people at home but there has been some deterioration in the time taken for assistive aids and equipment to be delivered and installed. We are reviewing the new software arrangements to ensure that we continue to collect data about equipment activities carried out by others under our delegated arrangements.

### **What has been the impact and how do we compare with others?**

- In Swansea there are currently 7957 adults receiving social care services (source: PM2 2012/13) an increase of 7.1% on the previous year– with approx. 1611 people receiving residential and nursing care (up by 4%), and 6316 people receiving a range of community based services (an increase of 7.7%).
- Swansea is supporting more younger adults in the community, as the balance of care towards community based provision is nearly 98%, and last year Swansea had the fourth highest rate in Wales.
- Whilst there are more older people receiving community based services, Swansea reported a balance of care at 80% (last year we reported 79% which was the 3rd lowest percentage in Wales).
- Overall, particularly through our commissioning work, the percentage of adult clients supported within the community increased during 2012/13 when compared to the previous year. Performance was better than the Welsh average for clients aged between 18 and 64, which at 97.72% saw Swansea at 2<sup>nd</sup> position in Wales; however performance was lower than the Welsh average for clients aged 65+ and at 80.21% Swansea was at 18<sup>th</sup> position in Wales in 2012/13.
- By working with Health partners, Swansea now has fewer people experiencing delays in their transfers of care for social care reasons this year, and with the much lower rates, Swansea has improved 9 places from 18<sup>th</sup> to 9<sup>th</sup> position (second quartile) in Wales.
- People having reviews by social services during the year will have their needs and progress against agreed outcomes reconsidered and will have, where necessary, revised care plans in place to meet their needs. There has been an 9% increase in the number of reviews of care carried out this year from 76.9% in 2011/12 to 83.2% in 2012/13. This has seen Swansea improve 6 places from 15<sup>th</sup> to 9<sup>th</sup> position in Wales. Likewise, the time

taken between the initial enquiry and the completion of care plans has improved from 29.92 days in 2011/12 to 26.65 days in 2012/13.

- The jointly agreed service specification for community equipment (arrived at with other commissioning partners) sets a target of delivery within 7 days for equipment. This target was not achieved in 2012/13 with performance at 7.32 days; a slight fall on the 7 days achieved in 2011/12.
- Any improvement on 7 days for the delivery of community equipment requires negotiation with commissioners. As part of the Western Bay Older People's project, with support of partners in ABMU Health Board we have submitted a regional, joint bid to the Welsh Government Health Technologies fund to support the next phase development of assistive technology, and the use of technologies to improve efficiency and effectiveness of social care workers in supporting people to remain at home.
- The projected trend towards an aging population is set to increase the demand for social care services over the next decade. There are changing expectations as people want local services which are flexible and responsive to their individual needs.
- In terms of where we are now:
  - People are more likely to experience clear, seamless arrangements in their discharge from hospital back into their own homes or community based support.
  - Adults and their carers are less likely to experience delays in discharge from hospital due to delay in their social care arrangements.
  - Stronger commissioning arrangements are resulting in an improved and high quality range of social care services to the adult population in Swansea (all client groups).
  - People are more likely to receive a review by social services during the year which will then reconsider their needs, evaluate progress against agreed outcomes, and where necessary agree an up to date support plan.
  - We are improving the range, quality and experience of social care services focused on promoting independence, available to the adult population in Swansea.

### **What are we going to do differently?**

- We will continue on the journey of supporting clients and their families to have more choice, voice and control to achieve their goals supported by the introduction of the Social Services and Well-being (Wales) Bill.

- We will be working hard to ensure that service users, carers, citizens and staff are aware of the direction of travel set out by the Welsh Government for social services.
- Over the next period we will need to ensure that everyone is aware of the pressures the sector is facing and how we are going to rise to those challenges together and ensure that citizens and providers are an integral part of this process.
- We are still aiming to achieve a better balance between residential / nursing and community-based care for older people.
- We will be looking to promote the use of assistive technology to support people and their carers in their own homes.
- We will be looking at capacity across the whole system with partners to make sure we are using resources effectively in meeting increasing demand, and collaborating on a regional basis in commissioning high quality, local services.
- We will only be able to ensure our services are sustainable by managing demand more effectively and we will do this by taking a more proactive approach to managing expectations, diverting people to preventative services earlier on and by adopting a positive approach to managing risk.
- We will continue to explore ways of working that are more effective and pool resources across the whole system where it makes sense to do so. We will continue to explore opportunities for collaboration via the Western Bay Regional Programme, local partnership arrangements with ABMU Health Board, closer cooperation across council services, partnership working with the independent sector and through our community networks and citizen engagement arrangements.

### Summary evaluation

- Overall, the Council has made progress towards its Adult Social Services Improvement Objective and is improving the balance of care towards a more sustainable model where clients have more voice, choice and control over meeting their needs. Some significant challenges remain, such as improving the balance of care for older people and particularly on developing capacity across the system to meet increasing demand with diminishing resources.

## **Improvement Objective 2:**

**Ensure that vulnerable children are safeguarded and supported by maintaining and continuing improvements to Child and Family services.**

### **Why did we choose this objective?**

- The Care and Social Services Inspectorate for Wales (CSSIW) published an Inspection Report for Child and Family Services in March 2010.
- Inspectors reported that Child and Family Services had consolidated and built upon improvements despite a significant increase in activity.
- Services to children and families have continued to improve. However, a number of significant challenges remained and Swansea needed to sustain the improvements already made and continue to improve.
- There was a high rate of referrals and re-referrals coming into Child & Family Services each month.
- Swansea had high numbers of children who are looked after.

### **What did we want to do?**

- Three years ago, Child & Family Services set out the indicators that would, over time, evidence a more sustainable model of social services.
- These included:
  - Reduced referrals to Children social services.
  - Reduction in re-referrals to children social services.
  - Reduction in the number of initial assessments.
  - Increased use of coordinated multi agency early intervention and prevention services.
  - Reduced rates of children requiring looked after children services.
  - Increased rates of children exiting the looked after system.
- The Council also wanted to prioritise more timely assessments where need was greatest or where children were at risk and reduce the number of children looked after experiencing placement breakdowns.



## What have we done?

- This year, we have further embedded the new access arrangements at the 'front door' of Child & Family Services, the Team around the Family (TAF) service as a means of preventing the need for social services intervention in the first place and the Permanence Panel, to promote stability for looked after children.
- We have also supported the Children & Young People's partnership to establish a pilot of the 'Promoting Inclusion Project' initially targeting 2 comprehensive schools and their feeder Primary schools from the areas of highest deprivation in Swansea.
- We have formalised the various programmes and initiatives to support children to achieve permanence and safely reduce the disproportionately high recourse to looked after children services in Swansea; through the development of an overarching 5 year Looked After Children (LAC) reduction strategy.
- The key objectives of the strategy are to:
  - safely reduce the number of children becoming looked after.
  - increase the number of children achieving permanence outside of the looked after children system.
  - improve outcomes for children receiving looked after services.
- We are continuing roll out and implement Signs of Safety and solution focussed social work practice as a means of maximising the input of children and their families in developing solutions, shifting from a service led to a more participative approach.
- The regional Integrated Family Support Service launched in January 2013 to better support those children and families in our society who face multiple difficulties. Whilst it is too soon to evaluate the impact locally, the evaluation of equivalent services in Wales provides a strong evidence base that the model of intervention is effective.
- Also the reconfiguration of local family support services, to provide a more intensive solution, focussed services to complement the regional development of a Western Bay Intensive Family Support Service (specifically working with risk of family breakdown as a result of parental substance use).
- Our strategy for delivering good outcomes for looked after children is based upon some key principles:
  - That Swansea's looked after children should be supported to live within or as close to Swansea as possible in order that a full range of local services can be made available to them, including a high level of social worker contact, and to enable them to

maintain safe relationships with family, friends and their local community.

- That Swansea's looked after children should be supported to be able to live within a family at some stage in their childhood wherever and whenever possible.
- Our strategy is to recruit more local foster carers, a key component of delivering the principles outlined above.

### **What has been the impact and how do we compare with others?**

- There is some evidence that the implementation is beginning to have the expected impact:
  - Referrals to social services have reduced from 3538 in 2011/12 to 2634 in 2012/13.
  - Re-referrals have reduced from 1094 to 733. The percentage of referrals that were re-referrals reduced from 30.9% in 2011/12 to 27.8% in 2012/13. Although still worse than the Welsh average, Swansea moved up one place from 17<sup>th</sup> to 16<sup>th</sup> position in Wales.
  - The number of initial assessments has increased very slightly from 1737 to 1756 but those completed in timescale improved from 77.8% in 2011/12 to 84.4% in 2012/13, which was also better than the Welsh average and saw Swansea moving from 11<sup>th</sup> to 9<sup>th</sup> place in Wales.
  - We completed 14% more core assessments, with an improvement to 69.6% in timescale in 2012/13 from 68.9% in 2011/12, although that was below the Welsh average and saw Swansea decline from 16<sup>th</sup> to 19<sup>th</sup> place in Wales.
  - The number of referrals to TAF has increased to 369 with most referrals coming from Health and Education, and 94% of families accepting support from the service; currently 26% of children still become children in need or go on the Child Protection Register.
  - The number of children starting to be looked after this year has increased from 161 to 228 but is still down on 2009/10 when the figure was 255.
  - Whilst 100% of looked after children begin their first placement with a care plan in place, high numbers in the looked after children population meant that in 2012/13 91.9% of them had a plan for permanence in place at the appropriate time compared to 95.5% in 2011/12; although that was still better than the Welsh average it saw Swansea drop from 10<sup>th</sup> to 15<sup>th</sup> place in Wales.

- The number of children exiting the looked after system increased from 170 in 2011/12 to 195 in 2012/13.
- Whilst best Welsh performance is being achieved in relation to supporting adoption, this continues to be exceeded by the number of children for whom adoption is the preferred plan for permanence.
- The focus on increasing the number of locally approved adopters highlighted in last years report has led to improved performance with 20 local adoptive families being approved this year. Despite this the number of children requiring to be adopted continues to exceed the availability of adoptive families locally and even nationally.
- Foster Swansea has completely bucked national trends in recruitment by successfully delivering a net increase of 31 carers and 73 placements this year. As a result Foster Swansea has improved national standards in conversion rates of enquiry about fostering to approval from 1 in 10 to 1 in 6. The Fostering service was nominated for a social care accolade as a result of this outstanding practice.
- As a consequence of the above improvements no children have needed to be placed within a mainstream independent foster placement since October 2012
- The balance of children placed in Foster Swansea local foster placements against those placed with independent fostering agencies improved from a 50:50 ratio to 53:47 ratio last year. As a result of this strategy the proportion of looked after children still placed outside of the South Wales region has reduced to single figure (3%).
- This work builds upon the success of our involvement with the regional commissioning of independent placements via the consortium of South Wales local authority Child & Family Services.
- The combination of both local and regional work has meant that the unit cost of external placement provision has reduced from between 4% (specialist residential/ Foster care) to 12% (specialist residential), whilst delivering better outcomes for the children placed (cost comparison between March 2012 to June 2012).
- Whilst we haven't yet been able to deliver a sustained, safe reduction in the overall numbers of looked after children, the overwhelming majority of our looked after children are now living in or within 20 miles of Swansea increasing their access to local services and increasing our capacity to provide the direct social work support commended by the CSSIW.
- However, supporting children as close to their home wherever possible may involve a number of placement changes during the year. The stability of children's placements overall has declined slightly with 7.7% of looked after children experiencing 3 or more placements during the year compared to 6.5% in 2011/12, which has seen Swansea fall from 5th position to 7th place in Wales.

- Finally the feedback highlights the progress we have made against our aspiration to deliver better outcomes for children by putting their voice at the centre of service developments and the decisions and interventions which affect them.

**What are we going to do differently?**

- Delivering better outcomes for children by reducing recourse to looked after children services is the single most important aspect of delivering a sustainable child and family social services going forward.
- Child & Family Services recently commissioned the Institute of Public Care (IPC) to undertake a review to consider Swansea in relation to the best practice in England and Wales. The *Review of the Demand for and Use of Resources in Children's Services* draws a number of positive conclusions about how Swansea is managing children in need and the demand for services. We will be working with IPC to identify any additional areas we need to monitor to better understand how we can reduce the number of looked after children coming in to the system.

**Summary evaluation**

- In summary, the Council is making improvements most notably by: reducing referrals to Child & Family Services; enabling more looked after children to live nearer to home, and; supporting adoption and fostering. Challenges remain balancing these improvements with safely reducing the number of looked after children, meeting the needs of children requiring adoption and maintaining placement stability.

### **Improvement Objective 3:**

**Improve learning outcomes and assist pupils to achieve their potential <sup>1</sup>.**

#### **Why did we choose this objective?**

- Swansea has generally made good progress over the last few years in terms of school inspections, standards of educational achievement and reducing the number of people not in Education, Employment or Training at 16 years of age.
- We continue to have some of the highest performing schools in Wales but also, unfortunately, some of the lowest.
- Swansea needs to carry on improving its national performance at ages 7, 11 and 14 and to continue to address social or family factors, such as poverty, that are having a negative impact on learning outcomes.

#### **What did we want to do?**

- Support and enable the development of learning within families through targeted use of early intervention and prevention in areas of greatest deprivation.
- Continue to support targeted schools and pupils through the Education Welfare Service in order to improve attendance.
- Continue the phased roll out of the school based Literacy Strategy in order to help improve literacy and educational attainment.
- Make better use of available resources by using the Quality in Education (QEd) 2020 programme to improve the quality of the learning environment and help raise standards of achievement.
- Continue to identify and support pupils at becoming at risk of becoming NEET (Not in Education, Employment or Training) at 16 years of age.

---

<sup>1</sup> Note that 2012/13 and 2011/12 performance relates to the 2011/12 and 2010/11 Academic Years respectively.

## What have we done?

- The success at Key Stage 4 (age 16) can be attributed to a long term focus on core subjects (literacy and numeracy), led by the authority, and to schools offering the full range of courses to meet the needs of individual learners.
- Improved pupil performance at all key stages show the impact of the sustained focus on Literacy (and Numeracy) over a long period of time. These skills are essential for pupils to access the full curriculum. The school-based Literacy Strategy has continued to embed the successful '8 Reading Behaviours' across all schools. It has also expanded to cover other aspects of Literacy.
- Primary and secondary attendance both improved with Education Welfare Officers and schools using the real time pupil level attendance data provided by our data systems to analyse trends and target timely intervention. Attendance is monitored daily in schools, including a check on missing pupils and parents are informed of these absences. Text alerts are also used for absences in both primary and secondary schools and pastoral support teams are used to monitor daily attendance and welfare.
- The use of mobile technologies for digital learning is being developed through the 'LIFE' corporate programme which has already been effective at Casllwchwr and Sea View Primary schools. 'LIFE' has recently won a Municipal Journal Award (June 2013). The use of technology does not only encourage and enhance learning but pupils' attendance and wellbeing improves because they are keen to be in school.
- Restorative practices are becoming embedded in schools across Swansea and headteachers report anecdotally that this is helping to support pupils' learning and wellbeing. External inspections have confirmed this impact (for example at Townhill Primary and YGG Bryn Tawe).
- Swansea's multi-agency initiatives targeting Prevention and Early Intervention continue and Swansea has a growing national and international reputation for innovative prevention and early intervention strategies which have had a dramatic effect on youth crime in the Swansea area. Expansion of the Flying Start programme will see an extra 1,000 + places for young children in some of Swansea's most deprived areas. New Flying Start settings in schools and expansion of some existing settings will help young children and families by providing childcare, health visiting, parenting programmes and language and play.
- Progress in reducing NEETs continues and Swansea has been recognised nationally. The NEETs project uses a traffic light system to monitor and engage with 15 to 18 year old young people who may be at risk of leaving school at 16 without a qualification, further education or a training prospect and tailors the type of support needed for each young person.
- The QEd 2020 school organisation programme is on track to reduce surplus places within the English medium sector and meet increased

demand within the Welsh Medium sector. Four English-medium primary schools were formed from amalgamations in September 2012. Another new Welsh-medium primary school opened in September 2012 in the east of Swansea.

- The new building for Cefn Hengoed Comprehensive opened in September 2012 and the new build under construction for Morryston Comprehensive is on track. A new Specialist Teaching Facility for secondary age pupils with SEN opened in Bishopston Comprehensive in September 2012. The Strategic Outline Programme for Flying Start was approved by the Welsh Government in May 2012.
- The Welsh Government has indicated that it would now like to deliver Band A of the 21st Century Schools programme over a 5 year period rather than the previous seven years. The authority is seeking to access Welsh Government funding at the earliest opportunity to deliver its Band A priority schemes. Cabinet approved a funding strategy in April 2013 to meet the required local contribution of 50%, as far as possible, through capital receipts from the disposal of surplus land on school sites. Cabinet did, however, recognise the need for short term borrowing whilst the value of such disposals is optimised.

#### **What has been the impact and how do we compare with others?**

- All indicators at Key Stages 2 (ages 7 to 11), 3 (age 14) and 4 (age 16) were above the Welsh average, above the expected benchmark level (which, according to deprivation factors, would place Swansea 16<sup>th</sup> or 17<sup>th</sup> in Wales) and in several cases highly ranked.
- Pupils achieving the Core Subject Indicator<sup>2</sup> at Key Stage 2 was 83.6% for Swansea in 2012/13 (improved from 80.8% in 2011/12) and 82.6% for Wales. This placed Swansea 11<sup>th</sup> out of 22 authorities (in Quartile 2) instead of Swansea's 12<sup>th</sup> position in 2011/12.
- Pupils achieving the Core Subject Indicator at Key Stage 3 in Swansea during 2012/13 was 73.3%, Wales 72.5%, and Swansea ranked 12<sup>th</sup>. This represents an improvement on the 68.4% achieved in 2011/12 but Swansea remains in 12<sup>th</sup> position in Wales (Quartile 3).
- At Key Stage 4, the comparable indicator – the Level 2 Threshold including English/Welsh and Maths – showed Swansea performing even better, ranked 8<sup>th</sup> (Quartile 2) with 54.6% compared to Wales 51.1%.
- All other Key Stage 4 indicators were also above Wales, ranked no more than 13<sup>th</sup>, and, bar one in Quartile 3, were all in Quartile 2.

---

<sup>2</sup> The core subject indicator represents the percentage of pupils achieving the expected level or above in English or Welsh First Language, mathematics and science in combination

- The single indicator where Swansea achieved only its expected benchmark position of 16<sup>th</sup> (Quartile 3) was the percentage of pupils leaving full time education without a recognised qualification (0.38%), and even this performance was slightly better than last year (0.43%) and Wales (0.4%).
- The rate of young people Not in Education, Employment or Training (NEET) also reduced again from 3.1% in 2011/12 to 2.9% in 2012/13 as a result of the multi-agency efforts to keep in touch with young people and encourage them to stay engaged.
- Attendance has improved in both primary and secondary schools and the trend is rising in both phases. Secondary attendance improved from 91% in 2011/12 to 92% in 2012/13 (Wales 92.2%) ranked up one place from 16<sup>th</sup> to 15<sup>th</sup> place in Wales (Quartile 3). Primary attendance also improved from 92.9% in 2011/12 to 93.3% in 2012/13 (Wales 93.8%) but the ranking dropped one place to 17<sup>th</sup> in Wales which placed Swansea in the 4<sup>th</sup> Quartile.

### **What are we going to do differently?**

- Analysis of results for NEETs shows that further improvement will be achieved by continuing to focus on supporting key groups of learners such as those from deprived areas, those with additional learning needs and those at greatest risk of disengagement.
- Training to develop early oracy, a particular concern in areas of deprivation, is being rolled out across primary schools following a pilot project. Writing is also being developed in key stages 2 and 3 as a natural progression from reading.
- The 'LIFE' programme will be extended as funding allows and the schools that have already benefitted will mentor new participants.
- Despite the overall upward trends in attendance, there needs to be a faster rate of improvement, especially in primary schools. This will be a focus of actions from September 2013 onwards. School link advisers and the Education Welfare Service will work with individual schools to set new and more challenging targets and monitor performance more closely than in the past.
- The Strategic Outline Programme for Flying Start will deliver additional places in existing and new settings in target areas of high deprivation by March 2014.
- Approval to proceed to the next stage of the business case for the new build for Burlais Primary (formerly Manselton and Cwmbwrla Primary Schools) was received from Welsh Government in March 2013 as part of the delivery of Band A of the 21st Century Schools programme over a 5 year period



### Summary evaluation

- The Council has demonstrated progress in educational attainment across all of the key stages assisted by improvements being made to literacy. Further progress in continuing to reduce the numbers of young people who are NEET is also evident and the Council continues to take forward initiatives to reduce the impact of poverty on learning. Challenges however remain in increasing the rate of improvement, particularly where school attendance is concerned, and continuing to improve the Council's performance relative to the rest of Wales.

#### **Improvement Objective 4:**

**Minimise waste and increase composting and recycling by promoting and facilitating the delivery of waste management and recycling services.**

#### **Why did we choose this objective?**

- The Council wants to encourage citizens to play their part and recognise their contribution to protecting finite resources. The Council is, by law, required year on year to reduce the amount of biodegradable waste sent to landfill or face fines for failing to achieve the targets set.
- By ensuring that the collection of waste is at the best it can be from the kerbside, we encourage the recycling of waste and discourage people from illegally dumping rubbish.
- 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.
- Minimising waste and increasing composting and recycling is an effective part of the strategy to reduce fly tipping.

#### **What did we want to do?**

- In 2010/11 the Authority had a combined recycling / composting rate of 40% which achieved the Welsh Government statutory target for that year. It was evident at that time that we had to set out how we were going to significantly improve our performance for the upcoming targets.
- A draft Municipal Waste Strategy was produced in January 2011 which was formally adopted after public consultation by Council in May 2012. However in this interim period the draft was used as the basis to progress any improvements planned during that time.
- This strategy set out how the Authority intended to work towards meeting the 70% recycling targets set for 2025 in the Welsh Government national strategy and deliver a five year service improvement plan to achieve recycling, composting and landfill targets up to the year 2016.
- It also set out key areas for improvement which included the priority areas of Kerbside Participation, Civic Amenity Sites and Commercial Waste.

- A number of initiatives to enable us to get closer to the statutory target for 2012/13 of 52% were put in place during 2011/12.
- The initiatives included the introduction of kerbside collected plastic, weekly kitchen waste collections extended to all homes and the introduction of free kitchen waste liners. These improvements to the kerbside collection service were concluded with the expansion of Alternate Weekly Collections of residual waste to all homes in April 2011. This would inform us in advance as to what further action may be required well ahead of the statutory target.
- We wanted to continue the Council's proactive approach to reducing fly tipping through enforcement, engagement and through improved arrangements for waste collection.

### **What have we done?**

- Additional funding was approved with the aim of improving recycling in the priority areas within the 2012/13 budget allocation. However the implementation of some of these initiatives was unavoidably delayed until late in the year or will be implemented in 2013/14. This is detailed in the following section.
- Proposals were considered to limit the number of black bags collected to encourage kerbside recycling but were deferred as being too early in the plan.

### **Kerbside Participation**

- A door knocking campaign targeting 60,000 households commenced in April 2012 and concluded in July 2012. It is difficult to assess any participation changes without further extensive surveys being undertaken but kerbside recycling figures rose slightly during the year.
- What the survey did achieve is to inform us of what methods to use for a concentrated targeted approach to increasing participation with measurable outcomes.
- A major advertising campaign ran alongside this during 2012/13 targeted at asking residents to help us achieve our 52% recycling target.

### **Household Waste Recycling Centres (H.W.R.C.'s)**

- Our application for support under the Welsh Government Collaborative Change Programme early in 2012 was successful and a study of our Civic Amenity Sites (rebranded as Household Waste Recycling Centres in 2012/13) was commissioned and overseen by WRAP.
- The main objective of the project was to undertake a comprehensive review of the current service provision at each of our five HWRCs and identify site specific options for increasing recycling performance and minimising overall costs where possible. The project was completed in March 2013.

- Improvements funded from additional revenue earmarked for these sites were postponed until the end of the year so that we could be fully informed by the recommendations of this study. Work on improvements commenced at the end of March.
- As a result of this planned delay the performance of the H.W.R.C.'s remained static during 2012/13.

### **Commercial Waste**

- Following on from previous years the prices charged to our trade customers was structured in such a way as to encourage recycling and reduce residual waste. This offered reduced residual collection charges to those who used the recycling collection service.
- This saw a small 0.1% improvement in recycling over the previous year.

### **Additional Measures**

- It became clear during the first quarter of 2012/13 that we had to implement additional measures if we were to increase our recycling rate to achieve the statutory target of 52%.

### **Rubble**

- Looking at the recycling rates of other Authorities showed that most had a significant amount of rubble contributing to up to 10% of the 52% statutory target. We were recycling 0% at the time.
- Household rubble was introduced at two of the H.W.R.C.'s and a steady increase in participation in this service introduced in the 2nd Quarter of the year saw a final quarter contributing 1% to the 52% target.

### **Residual Waste Sorting**

- In 2012/13 the decision was taken to procure a waste sorting station at our own facility to target specific elements of the residual waste stream. This will focus on separating out metals, glass, paper and plastics.

### **Energy from Waste**

- Due to concerns with the capacity of the Councils landfill site prior to approval of the operating permit for future additional use more revenue was made available to send residual waste for incineration. The intension was to dispose of enough waste using this process to bridge the shortfall if not for the full year but for the final quarter.
- The procurement process took some time to complete to ensure that the recycling element of the process could be accredited to contribute to our recycling target. The treatment of waste began in February 2013 and the relatively small amount of waste treated by the year end contributed 0.3% to our recycling rate.

**Reuse**

- We have introduced ‘The Corner Shop’ a reuse shop based at the Household Waste Recycling Centre in Llansamlet which has been operating since last October.
- The purpose of the shop is to divert the many good reusable items that members of the public try to throw away into reuse. Items sold range from small bric-a-brac items and books etc to items of furniture.
- Some Authorities are achieving extraordinarily high figures (up to 10%) for re use. Generally figures are much lower across Wales (typically less than 1%).

**Fly tipping**

- Memex training (a secure, intelligence tool used by various enforcement agencies), has been undertaken allowing enforcement officers from several local authorities to be able to share secure information on fly tipping offences, offenders and also be aware of any other possible illegal activities the individuals may be involved in.
- Engagement days have been held with the public to try and discourage fly tipping.

**What has been the impact and how do we compare with others?**

- The impact of the continued drive to reduce overall waste and increase recycling/composting rates within Swansea can be shown in year on year improvements in the outturn figures, together with a reduction in the overall tonnage of municipal waste from 126,785 tonnes in 2009/10 to 110,180 in 2012/13.

Year	% of municipal waste recycled or reused	% of municipal waste	Overall % of municipal waste recycled/reused or composted
2009/10	22.11	12.44	34.55
2010/11	26.83	13.64	40.47
2011/12	28.70	16.45	45.15
2012/13	31.32	16.55	47.87

- Satisfaction surveys were extremely encouraging, particularly the results regarding the change to alternate weekly recycling. This was a step change in the way residents received their kerbside collections. 89% felt that they had been very well or fairly well informed in advance of the changes. Also encouraging was that before the changes 42% felt very or fairly unhappy at the prospect of the change which dropped to 18% after the changes were implemented. 68% felt that the changes had

encouraged them to recycle which was backed up with a corresponding weight gain in materials collected in the months following the changes.

- In recent years it has become clear that whilst the anticipated increase in kerbside recycled materialised it was not as high as anticipated for 2012/13 with a value of 47.87%
- The average overall Welsh Reuse/Recycling and Composting rate for 2012/13 positioned Swansea at 20th out of the 22 local authorities in Wales
- Swansea has a composting rate of 16.55% in 2012/13 against an all Wales average of 18.24% which places Swansea in 14th position, and a dry recycling rate of 31.32% in 2012/13 against an all Wales average of 34.02% which places Swansea in 16th position in terms of performance.
- Work was performed by Waste & Resources Action Programme (WRAP) in 2012/13 to undertake a review of service provision at each of the five household Waste Recycling Centres (HWRCs) and identify site specific options for increasing recycling performance and minimising overall costs where possible. WRAP have benchmarked Swansea with local authorities with high performing HWRCs, with some of the best having a recycling rate of greater than 70% (excluding rubble). The findings from the benchmarking study will be considered by the Council during 2013/14
- The statutory recycling target for 2013/14 is again 52% but planned improvements should enable us to reach the statutory target for 2015/16 which is 58%; as at Quarter 1 2013/14, the Council has recycled 52.34%.
- The following improvements should see us achieve this year's target of 52% in the final quarters of 2013/14. The implementation of these schemes throughout the year may however prevent the target being achieved for the full year.
- The percentage of fly tipping incidents cleared within 5 working days increased from 86.08% in 2011/12 to 92.9% in 2012/12, which saw the Council move up from 17<sup>th</sup> to 15<sup>th</sup> position in Wales, which was better than the Welsh average.

#### **What are we going to do differently?**

- The door knocking project early in 2012 gave us a much better understanding of how to increase participation in our kerbside recycling services.
- From this work emanated a more focussed approach from which a trial to increase food waste was successful. The trial evidenced a measurable increase in food waste collected and prompted funding from Waste Awareness Wales who are interested in using our method as a good practice guide across Wales if the extended project proves to be successful.

- The project is being extended to 25,000 properties from May 2013. This should contribute an additional 0.5 to 1% in a full year and will be extended if successful.
- Now that the current kerbside collection service has been in place for 2 years we will critically review this against the Welsh Government's 'Collection Blueprint' during 2013/14.

#### **Household Waste Recycling Centres (H.W.R.C.'s)**

- The improvements will be rolled out incrementally throughout 2013/14 and are expected to reduce residual waste disposed of at the sites and increase recycling performance.
- This should produce a 1 to 2% increase in the first full year.

#### **Commercial Waste**

- Further changes to the pricing structure for this waste and additional waste audits undertaken should see a gradual increase in performance.

#### **Rubble**

- We are now promoting this service and would expect to see 3 to 4% in a fully developed year.

#### **Residual Waste Sorting**

- This is likely to be commissioned by the end of 2013/14 and could increase our recycling figures by up to 4% in a full year.

#### **Energy from Waste**

- This trial informed us of how this method works in practice and could enable us to reach the statutory targets with the necessary investment. We are currently in competitive dialogue to procure a partner to dispose/treat our residual waste.
- This could increase our recycling by up to 4% in a full year.

#### **Reuse**

- We will contact the high achievers to find out how they are attaining this figure and plans are in place to extend the 'Corner Shop'.

#### **Fly tipping**

- Statistics on the number of fly tipped bags and rubbish searched and resultant actions will be displayed for all Council fly tipping operatives to see in order to help them appreciate the reasons behind instructions given to them to search for evidence to help identify offenders.

### Summary evaluation

- The Council has successfully implemented a number of initiatives that has steadily increased the amount of waste it recycles and reduced the amount of waste sent to landfill. Public satisfaction with the Council's recycling services is good. However, despite these improvements, the Council failed to meet the statutory recycling target in 2012/13 and performance is poor relative to other Council's in Wales. The Council does however have plans in place to further increase the recycling rate and improve its national performance and it anticipates that it will meet the 2015/16 statutory recycling target.



## Improvement Objective 5:

**Improve people's employability by maximising the impact of the Council's regeneration programme to offer and facilitate training and work placements.**

### Why did we choose this objective?

- The global financial crisis and recession has and will continue to have consequences for the economy of the City & County of Swansea and its citizens. Latest economic values show that Swansea has a lower economic activity rate than the rest of Wales and the UK<sup>3</sup>.
- Swansea has a number of communities experiencing claimant unemployment rates significantly above the Swansea average.
- Swansea has almost three times the number of claimants of incapacity benefits and the new Employment and Support Allowance than it does of Job Seeker Allowance claimants, figures higher than those for Wales and GB<sup>4</sup>; again, there are localised concentrations of claimants within Swansea.
- The Swansea economy has a higher proportion of jobs located within the public sector; 31.8% working within the public sector compared to 27.9% in Wales<sup>5</sup>.
- Further spending reductions are likely to take place meaning that the public sector is expected to shrink. Cities like Swansea that are reliant upon public sector employment are particularly vulnerable.
- The City & County of Swansea will need to prepare for the consequences of further reductions to the size of the public sector workforce<sup>6</sup>.

### What did we want to do?

- We wanted to work with partners to match Workways clients to employment opportunities with local organisations and increase the number of people entering employment as a result of the scheme.

---

<sup>3</sup> **Source:** Annual Population Survey (APS) data for the 12 month period ending June 2011, ONS.

<sup>4</sup> **Source:** [www.DWP/Nomis](http://www.DWP/Nomis)

<sup>5</sup> **Source:** Business Register and Employment Survey (BRES) employment analysis, 2010. ONS.

<sup>6</sup> **Source:** Centre for Cities (2009) *Public Sector Cities: Trouble Ahead*, Centre for Cities: London

- We wanted to gain agreement with other public sector organisations to adapt their policies to offer guaranteed interviews for Workways participants who meet minimum requirements for any vacancies that they may have in order to increase the number of people entering employment as a result of the scheme.
- The aim of the Beyond Bricks and Mortar (BBM) project is to achieve social benefits from the Council's works contracts as part of the planned regeneration of the City & County. These social benefits create training and job opportunities for unemployed people with the additional aim of assisting local businesses to improve their ability to win contracts. However, the recession slowed progress and the Council needed to consider other options.

### **What have we done?**

#### **Workways**

- Over the last year, we have worked closely with existing partners and built new relationships with new partners.
- During 2012/2013, the project has undertaken numerous forms of marketing. One of these includes producing a regular newsletter which includes successful stories of where project participants have secured employment.
- In the initial stages of the project in Swansea, it was decided to seek agreement from other public sector organisations to adapt their policies to offer participants who met the minimum criteria for vacancies a guaranteed interview. The members of the Local Service Board (LSB) were approached with this in 2011/2012 where a number of them agreed. Project participants are taking advantage of this.
- The members of the LSB that were in a position to be able to agree did so at that point. The remaining members have stated that they are not able to change their policy and procedure as they are national organisations with policies covering the whole organisation.

#### **Beyond Bricks and Mortar**

- During 2012/13 BBM has achieved its targets by increasing the number of contracts containing social benefits and these have also included 2 non construction contracts.
- The Regional Essential Skills project included contracts in neighbouring local authorities, which proved challenging as the BBM network of partners were mainly in Swansea. It was resolved to use the network of colleges in each area to fulfil the training requirements but the network of trainee providers needs to be increased for any further regional projects.
- Partnership working across counties has already commenced. Although most placements have been in the construction sector to date, the partners

working with unemployed are well placed to provide placements in non construction jobs.

- One of the main challenges during the year (as with previous years) has been to maintain a good flow of trainees from the BBM partner organisations. The short term nature of many of the contracts to date has meant that opportunities are of shorter duration and people cannot always see the benefits from them. BBM has often struggled to get candidates. One of the ways this has been overcome is to develop a relationship with apprenticeship training providers who have been offered short term work experience for apprentices in their College placement, allowing them to gain site experience. BBM is also involved in the new South West Shared Apprenticeship scheme and from September 2013 will also provide trainees for shorter term placements.
- In other instances where the contractor has asked for a specific qualification and applicants were not forthcoming, BBM has arranged for the contractor to take an unqualified person and work with them to gain the qualification.
- Raising awareness of BBM has been a feature throughout the project and creating a Charter was a tool used to highlight its aims. This last year has seen a change in the way events have been run by BBM. Initially events were to raise awareness amongst contractors and others of the project's aims and ambitions and to ensure that contractors were aware of what would be required of them. One event organised got a very poor take up and so it was cancelled and future events have been organised with an incentive for contractors to attend by arranging events in conjunction with specific contract or framework information. Consequently these events have been well attended and BBM is able to maximise opportunities to raise awareness and encourage participation.
- This focus on events has also worked through "Meet the Buyer" formats in collaboration with large contractors. The aim is to give local smaller contractors opportunities to gain contracts but also to embed the BBM message with the main contractor, who will also be asking sub contractors for social benefits in their Swansea contracts.
- Events and Contracts are publicised on Sell2Wales and Contractors are also requested to advertise their sub contracts through this method. There has been little progress in this area. Contractors would benefit from assistance in this area. More collaboration is required with Sell2Wales to make it easier for the contractor to comply.
- In widening the initiative, BBM has worked with other public sector organisations to include social benefits in their contracts and also included social benefits within the grant applications for the Building Enhancement Programme, a scheme run jointly by the Council and Welsh Government to make grants available to owners or occupiers of eligible city centre properties looking to undertake building façade and shop front enhancement works.

## What has been the impact and how do we compare with others?

### Workways

- The Workways project has been successful in helping to secure employment for 307 people from April 2012 – March 2013 compared to 201 people in 2011/12. The vast majority of participants who responded to surveys were satisfied with the Workways scheme; 84% of participants leaving Workways said that it had made a positive difference in 2012/13 compared to 70% in 2011/12.
- The project database shows that 65 project participants have entered a Temporary Job Opportunity (TJO) in 2012/2013. These types of placements are for those project participants who may require continued support from the project when they have started in the work place. In these cases, we work closely with both participant and employer to ensure that both parties are fully supported. Over half of the people who start a TJO then go on to secure employment.
- Although we have successfully achieved our targets, and have built successful working relationships with partners and businesses, we have been short staffed on the project which has limited our capacity.
- Up until April 2012, the project team was based in 2 different offices in the county and in 2 different divisions. At times, this caused communication issues in the team and with the Regional lead team based in Neath Port Talbot. Therefore it was decided that staff should be seconded to one division and one central office. This happened in April 2012 and had a positive difference on the team and the project outputs.
- However we remained short of Employer Liaison Officers and as a result were not able to deliver as many specific job search related activity sessions on an outreach basis as in other counties. Instead we have had to focus delivering these activities to project participants from one central place, which can cause some transport issues for participants. Delivering these sessions on an outreach basis will ensure that more people attend and can hopefully move into employment quicker.
- To overcome any potential issues with performance, when required we linked with the project teams in other counties for support. We addressed this issue by including more staff in a business case to WEFO for a project extension. This has been approved and will mean that we will be able to provide even more services to our participants and businesses in the future.
- To March 2013, the project across the region as a whole helped a total of 1186 to secure employment. That is broken down into 307 in Swansea, 518 in Neath Port Talbot, 246 in Carmarthenshire, and 115 in Pembrokeshire. These are the expected figures based on the demographics of the county but we do hope to increase these figures in Swansea next year as we will have more staff in place.

## **Beyond Bricks and Mortar**

- The overall impact of BBM is more long term unemployed, NEETs and economically inactive people have had access to jobs and training through the social benefit clauses included in the projects led by City & County of Swansea and other public sector bodies in Swansea than otherwise would have been the case.
- Over the life of the project, 3000 person weeks of training and work experience have been given to Swansea's citizens who were unemployed and needed additional support in getting back into work. In 2012/13 there were cumulatively 104 signatories to the BBM initiative compared to 88 signatories in 2011/12 with 17 new projects having social benefits clauses included compared to 12 projects in 2011/12.
- Many have been given jobs with the contractors after the contract was completed. Case studies with individuals have indicated how much their lives have changed as a result of the opportunities presented to them. This has shown that Swansea was able to maximise it's spend on regeneration projects to create an impact on tackling deprivation in the County.
- At its inception, BBM was the only project of its kind in Wales, being the first Local Authority to include social benefits as core to its contracts and has advocated this approach to other Councils and Public Sector organisations, helping them with methodology, documentation and advice.
- Other Local Authorities have been including social benefits as a voluntary measure in their contracts but there are some who are including contract conditions; each has a different focus.
- BBM offers training places to partner organisations who are working with the unemployed and those that need additional help to get back to work. Some Councils ask contractors to find their own trainees and also count existing trainees as their social benefits whereas BBM is specific about funding new places for people who are most in need.
- The resulting numbers of trainees may not therefore be as high as others but they are opportunities that would not otherwise have been available and they will have been offered to those that need the additional help and experience. Future improvements include capturing a wider range of data from contractors so that the full benefits can be reported.

## **What are we going to do differently?**

### **Workways**

- The Workways project was due to finish 31st March 2013 but has been awarded further funding to March 2014 due to its success. The project will be in a pilot phase as it will take on elements of the Genesis 2 project, which was closed one year early in June 2013. WEFO and Welsh Government thought that it would be a good opportunity to extend Workways to undertake the pilot project.

- The aim is that the outcomes from this pilot will inform projects for the next round of European funding from 2014/20 where there will be one main employability and skills project.
- The Workways project across the region is achieving its targets and WEFO has indicated that Workways will be in a good position to become the main Employability and Skills project in the next round of EU funding. Therefore ongoing support is required for the project to continue to build on the success of the current Workways project
- Although the project has suffered from being short staffed to date, it has been successful in achieving all outcomes. In the near future it is important to address the staff shortages in order to continue to build on the success of the project to date and to ensure that we are in a position to offer even wider support and become the future EU funded Employability and Skills project.

### **Beyond Bricks and Mortar**

- The focus for BBM moving forward is to ensure projects in areas other than regeneration, works and construction, such as service and care based contracts, maximise their benefits with social benefit clauses.
- Regional projects in which Swansea is leading are also including social benefits and they pose more of a challenge in setting out a means of enabling each Authority to set their own community benefits. Social Services commissioning is also a big contractual area that sets new challenges.

### **Summary evaluation**

- The Council has through the Beyond Bricks and Mortar project increased the number of regeneration projects containing social benefit clauses aimed at providing work and training opportunities for the unemployed and economically inactive. BBM has sometimes struggled to maintain the flow of trainees from participating organisations but has overcome this by working more closely with colleges and businesses. BBM will increase the number of social benefits offered in future by extending its coverage into service and care based contracts.
- Despite suffering staff shortages during the year that limited its capacity, the Workways initiative took appropriate measures and increased the number of people entering employment as a result of their participation and improved participant satisfaction with the scheme. The Workways scheme is likely to be extended going forward and staff shortages will need to be addressed if it is to continue to offer quality support to people who are unemployed or economically inactive.

Detailed 2012/13 performance results for the Council's Improvement Objectives and other performance measures can be found on our website [Annual Review of Performance 2012-13 Data Tables](#)

More performance information for 2012/13 can also be found in this review in Part 3 – Other Key areas of Performance – and by clicking on the following link [City & County of Swansea Performance Reports 2012-13](#)

(Note that the Wales Audit Office has reservations about the robustness of data sourced nationally by Welsh Government for (SCA/001) or (PLA/006b) and has, therefore, decided to universally qualify these indicators for 2012/13).

## Part 3 – Other key areas of performance in 2012/13

The Council has a number of other business critical concerns beyond its Improvement Objectives. For example, the Council manages approximately 13,609 properties through its Housing Services Unit and is one of the largest providers of housing in Wales.

In addition to the areas covered by the Council's Improvement Objectives in 2012/13, the Council's new Improvement Plan for 2013/17 also contains priorities relating to Housing, promoting healthy lifestyles and dealing with aspects of poverty. The narrative below highlights some specific work that was undertaken during 2012/13 beyond the Council's day-to-day operations in these areas.

For more information on the Council's future plans for improvement in the areas that follow, please click on this link to the new [Corporate Improvement Plan 2013/17](#)

### Housing

#### What have we done and why?

We have put in place an agreed Business Plan for funding the multi million pound improvement of the Council's housing stock up to the requirements of the Welsh Housing Quality Standard by 2020. The investment will mean improvements to both inside and out of the properties as well as work to improve the general environment of the housing estates.

#### What has been the impact on service users?

The work has already started with £30m being earmarked for 2013/14. The improvements will mean homes will be repaired to a high standard, will be warmer and more energy efficient, will have better amenities such as new kitchens and bathrooms and will be suitable for the needs of the individual household.

#### What are we going to do differently going forward?

The aim is to carry out all the required improvements by 2020 by which time, over £300m will have been spent. Previous programmes have focussed on repairing the fabric of the buildings alone but the plans are to also improve the internal amenities, the immediate environment of the properties and the wider estates. These improvements will help the Council achieve its priorities to improve housing, reduce voids and encourage people to maintain their tenancies.

### Healthy Lifestyles

#### What have we done and why?

By delivering the first year of the creating an active and healthy Swansea nearly 3.4 million physical activity visits have been achieved during the year. The department also played a key role in supporting the 2012 Olympics by



successfully hosting and delivering the Olympic and Paralympic Torch Relays through the city where an estimated 60,000 people turned out to cheer the Flame on to London across the two days of activities.

### **What has been the impact on service users?**

Through the increase of physical activity visits Swansea's is becoming a more active, healthy and informed city where promoting a healthy lifestyle is a priority. The activities surrounding Olympic and Paralympic Torch Relays has helped to spread the Olympic 'feel good factor' through the region and helped Swansea 'be part of it'. The Council was also instrumental in delivering the Olympics Legacy programme by creating a wide range of opportunities for first timers through to more aspiring athletes aimed at ensuring the impact of the Olympics supports longer term sporting excellence and increased participation across the City.

### **What are we going to do differently going forward?**

The Council will continue to promote healthy lifestyles by improving physical activity levels and, for example, by increasing the number of growing spaces to encourage people to grow their own food, eat healthily and adopt a healthy activity.

## **Welfare Reform**

### **What have we done and why?**

The Council has worked collaboratively with a range of partners to identify the changes being made under Welfare Reform, the likely impact the changes will have on citizens and the availability of services across Swansea. The first of a series of multi-agency workshops was held in November 2012. As a result of this work we signed up to Community Housing Cymru's National 'Your Benefits Are Changing Campaign' to ensure consistent messages about the changes and where to get advice was available across the City.

We have also increased the amount of benefit training we undertake with staff and partner agencies. The aim is to increase knowledge amongst key workers to enable them to be in a better position to assist with benefit queries for their client groups. Key workers dealing with benefit queries can ring the City & County of Swansea advice line for additional support.

### **What has been the impact on service users?**

The public will have received information on the changes from a wide variety of sources; Swansea, Leader, Open House, Bridge Banners, Housing Vans, press releases. Those directly affected by the Social Sector Size Criteria Restrictions (Bedroom Tax) and the Benefit Cap have received individual letters and door step visits from Council staff

As a consequence of our training and advice line, key workers within the Authority are in a better position and feel more confident to identify benefit issues and assist with benefit queries. As a direct result from our Poverty Awareness Training, staff gained improved knowledge and understanding of

Social Inclusion to address behaviour, perceptions, access and potential barriers to services provided. An example of this is the Library service changing their policy on issuing replacement library cards for children.

### **What are we going to do differently going forward?**

The impact has been better co-ordination across partner organisations. A concerted effort to get information out to citizens and the re-jigging of some services makes them better prepared for the impact of the changes. The temporary advice centre within the contact centre is a direct response to the identification of the need for a single point of contact for advice and to deal with increased demand. The Council plans to train more staff to deal with welfare and benefits advice and promote Swansea's Credit Union as a means of providing affordable credit and savings options.

### **Council performance 2012/13**

The Council is subject to the National Performance Improvement Framework and as such has to collect, monitor and report on a number of performance indicators (PIs) that are set by the Welsh Government or Welsh Local Government to measure their shared priorities with Welsh Councils. The Council also has a number of locally set PIs to measure local priorities.

The PIs are monitored and reported publically at Cabinet and through the Council's Scrutiny arrangements monthly, quarterly and annually and are currently used to demonstrate to a wider audience how the Authority is performing.

The Council presents a Quarterly Corporate Performance Report three times during the year and a final End of Year Performance Report. This End of Year report is also used to understand how Swansea Council fares when compared to all the other 21 Local Authorities in Wales.

The link to the Council's end of year and other quarterly performance reports for 2012/13 can be found below:

[City & County of Swansea Performance Reports 2012-13](#)

Note that the Wales Audit Office has reservations about the robustness of data sourced nationally by Welsh Government for (SCA/001) or (PLA/006b) and has, therefore, decided to universally qualify these indicators for 2012/13.

## Part 4 – Collaboration with others in 2012/13

The Council will always seek to collaborate with other Welsh Councils and partners in order to improve services, share information, take advantage of expertise and / or provide efficiencies and cost savings. The Council is collaborating with others across a wide range of services and so this list is not exhaustive; however, the following represent the key partnerships:

### Waste Management

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

We are collaborating with Pembroke, Carmarthen, Neath Port Talbot and Bridgend for the provision of a regional food waste treatment plant. This will result in a cost efficient solution and provide the region's food waste disposal needs for the next 25 years.

#### What progress have we made towards the intended outcomes?

The latest position is as follows:

1. AD (Food Waste) Procurement
  - Work is progressing with the aim of recommending contract award to Cabinet in November 2013. The contract will be for 20 years (extendable to 25 yrs) with food waste being processed at a site in Pontypool subject to Planning and Ministerial decisions.
2. Residual Waste Procurement
  - Procurement is on hold pending authorisation from Regional Project Board to proceed on a seven authority basis (incl. Ceredigion and Powys - CWWP). The benefits over costs of CWWP joining have been shown to be marginal and therefore inconclusive.
  - The next procurement stage involves the production of an outline business case for submission to Welsh Government.

### Education – School Improvement Services

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

The collaboration on the delivery of School Improvement Services through the South West and Mid-Wales regional consortium – made up of Carmarthenshire, Ceredigion, Neath Port-Talbot, Pembrokeshire, Powys and Swansea - continues to be developed.

The Regional Support, Challenge and Intervention Framework (RSCIF) continue to operate across the region, providing a consistent approach to categorising schools and providing challenge and support to help improvements.

### **What progress have we made towards the intended outcomes?**

The requirement of the Minister to harmonise the delivery of School Improvement Services by September 2012 has been met.

## **Economic Regeneration & Planning – City Region**

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

We are continuing our collaboration with the local authorities of Neath Port Talbot, Carmarthenshire and Pembrokeshire on using a local supply chain and training and recruitment opportunities during the construction of the science and innovation university campus. This will share resources between council staff and create multiple opportunities within travel to work areas.

Along with our local authority partners we have demonstrated our determination to extend our collaboration regionally and have taken up the challenge presented by the City Regions Task and Finish group to use the principles of agglomeration and the drive of the private sector to propel the economy forward.

### **What progress have we made towards the intended outcomes?**

There were several cross border events held to promote the supply chain and recruitment opportunities during 2012/13.

During 2012/13, with the private sector's help we have developed a regional economic regeneration strategy and used private sector involvement and contribution in that process to develop an action plan that will;

- Bolster support mechanisms for our major employers
- Promote and aggressively hunt down new investment opportunities
- Ensure that we are ready to secure EU funding to provide the skills and infrastructure to make our economy healthier and more productive
- Work with the Welsh Government and our academic institutions to improve economic performance through the application of knowledge and research and drive up productivity and growth.

## **Western Bay Health and Social Care Programme**

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

During 2012/13 the Western Bay Health and Social Care Programme, which is a collaborative programme which includes Swansea, Neath Port-Talbot, Bridgend and the Abertawe Bro Morgannwg Health Board, has become firmly established. Personnel have been appointed specifically to support the programme, governance arrangements have been agreed, and the programme was formally launched in July 2013.

The Western Bay programme has a number of project streams including Children Services, Adult Learning Disability Services, Adult Mental Health, Older People and Commissioning Services. There are also several other work streams alongside the main programme which involve the same partner agencies; these include, IFSS, Safeguarding for Adults and Children, Supporting People, Substance Misuse, and Youth Offending services.

**What progress have we made towards the intended outcomes?**

This programme of joint working should lead to better outcomes for citizens through the sharing of best practice, better use of resources and delivering savings, improved commissioning of specialist services, and innovative practice.

**Culture & Tourism – City of Culture bid**

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

Swansea, Carmarthen and Neath Port Talbot are also collaborating in the submission of the Swansea Bay bid for the UK City of Culture 2017.

The Swansea Bay City of Culture bid is part of how we are rethinking our place in the world. The aim is to capitalise on being a creative and resourceful city region and all the cultural, social and economic benefits it will bring to the people of the region.

**What progress have we made towards the intended outcomes?**

The City of Culture 2017 has yet to be announced at the time of writing. The joint book purchasing contract has benefits in relation to reducing overall procurement costs and also in relation to greater discounts on stock purchases.

**Transportation**

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

From 1<sup>st</sup> April 2013 Welsh Government funding for bus services has been changed and a new Grant, the Regional Transport Services Grant has been introduced. This is being managed by the Regional Transport consortia. The 4 Councils in SWWITCH have therefore worked together to develop and implement the new scheme to support public transport services across the region.

There is also close collaboration with Neath Port Talbot Council and the University on improving transport links to the Second University Campus opening in 2015.

**What progress have we made towards the intended outcomes?**

Currently a Regional network strategy for public transport is being developed which will be implemented across SWWITCH from April 2014.

**Legal**

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

The Shared Legal Service is continuing to develop. A Regional Legal Team has been established with the aim of preventing work being sent to the private sector and developing in house expertise. It has also secured funding for Trainee Solicitors and a “legal portal” over which confidential documents can be shared.

**What progress have we made towards the intended outcomes?**

The intention to reduce work being sent to the private sector and developing in house expertise is underway.

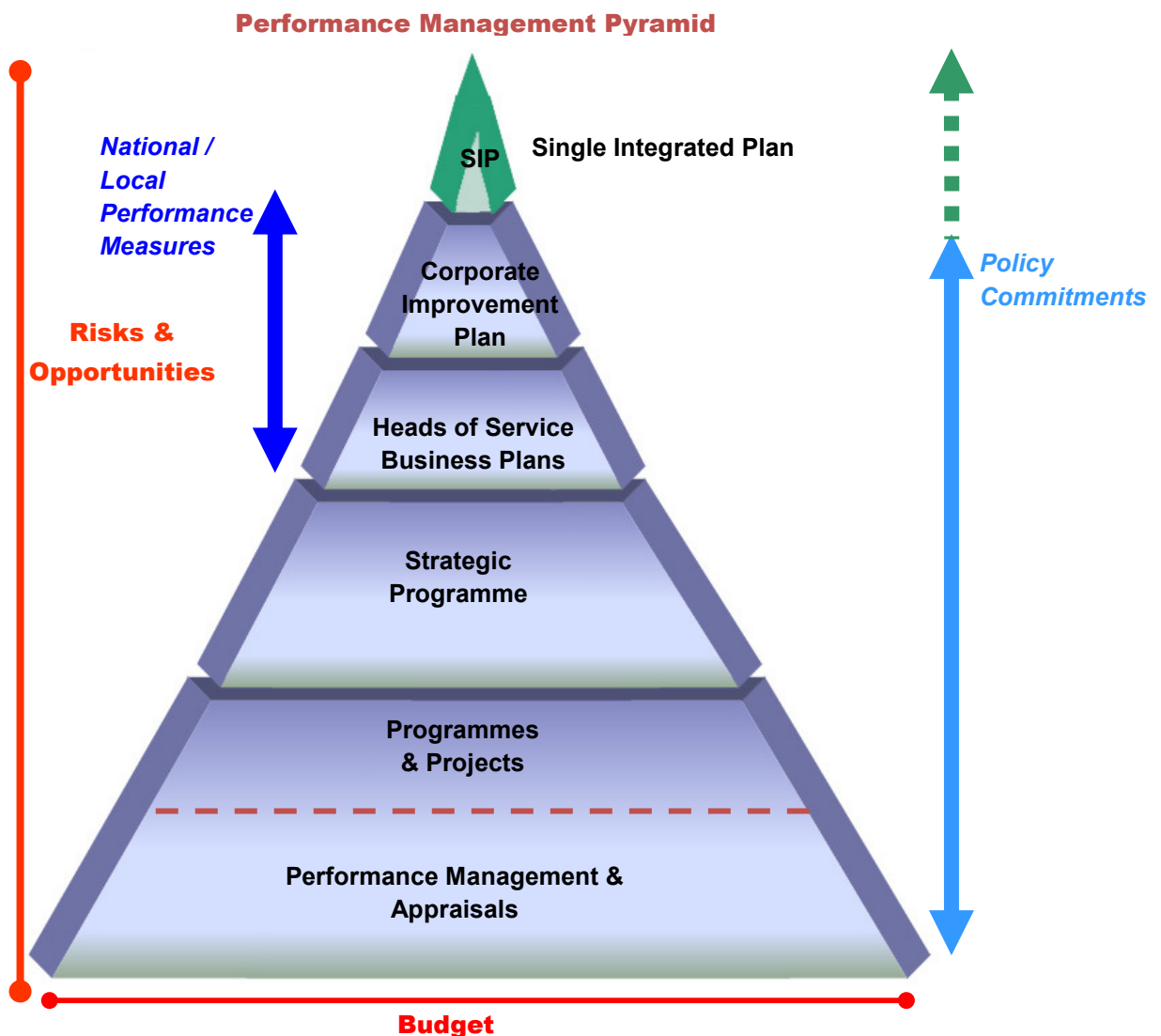
## Part 5 – Performance Information and its use

### Introduction

The City & County of Swansea local authority delivers a wide range of services to the people of Swansea. The Council has to plan what services it will deliver within the available resources. The Council has to ensure that its services meet the needs and aspirations of the people of Swansea and that they are effective and provide value for money.

### Improvement and Business Planning

The interdependencies between the One Swansea Plan, Policy Commitments, the new Corporate Improvement Plan for 2013-17, Business Plans and Strategic Programme are set out in the diagram below. The Council works with its partners every 4 years to determine what the collective priorities for the whole of the people of Swansea are. These joint priorities are published within a 'Single Integrated Plan', which is then delivered and monitored together with partners.



The One Swansea Plan is the Single Integrated Plan for Swansea. It has been produced by Swansea Local Service Board.

The Council must decide its own priorities every year too. 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.

The Council consults and engages with the people of Swansea and with other stakeholders to help decide its priorities for improvement, which then appear within a 'Corporate Improvement Plan' (CIP). This review describes the Council's performance delivering its CIP for 2012-13. The CIP is adopted by Council and assessed through the Council's scrutiny arrangements. The delivery of the CIP is monitored through the Council's corporate improvement arrangements.

Work started on a new CIP in 2012 and 'Standing up for a Better Swansea' a CIP for 2013-17 was adopted at Council on 30<sup>th</sup> July 2013. The new CIP seeks to demonstrate the Council's contribution to the relevant challenges set out within the One Swansea Plan and the Council's Policy Commitments that relate to the need to make improvement.

The new Corporate Improvement Plan 2013-17 can be found by clicking on the link here: [Standing Up for a Better Swansea](#). Work will be undertaken during 2013/14 to further refine the plan and its associated performance measures and to embed the new plan into the Council's performance management and improvement arrangements.

Table 1 below shows the interdependencies between the One Swansea Plan (Single Integrated Plan), the Council's Policy Commitments and its new Corporate Improvement Plan 2013/17.

**Table 1 – interdependencies between the One Swansea Plan, the Council's Policy Commitments and the Corporate Improvement Plan 2013-17**

One Swansea Plan		Corporate Improvement Plan 2013-17	
Population Outcome	Shared Challenge	Policy Commitments	Improvement Objective
A. Children Have a Good Start in Life	<ol style="list-style-type: none"> <li>1. Low Birth Weight</li> <li>2. Domestic Abuse</li> <li>3. School Readiness</li> </ol>	<p>Para 6 - Standing up for a city of learning – A flying Healthy Start For All Our Children.</p> <p>Para 9 - Standing Up for High Quality Health and Social Services – Prevention, Not Failure</p>	<ol style="list-style-type: none"> <li>1. Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.</li> <li>2. People are Safe, Well and supported to live independently (Child &amp; Family)</li> </ol>



One Swansea Plan		Corporate Improvement Plan 2013-17	
Population Outcome	Shared Challenge	Policy Commitments	Improvement Objective
B. People Learn Successfully	<ol style="list-style-type: none"> <li>1. School Attendance</li> <li>2. School Achievement</li> <li>3. Adult Qualifications</li> </ol>	Para 6 - Standing up for a city of learning – Ambitious for Swansea	<ol style="list-style-type: none"> <li>3. To support improvement to school attendance and attainment of all learners aged 3 – 19 years so that each can achieve their potential</li> </ol>
C. Young People and Adults Have Good Jobs	<ol style="list-style-type: none"> <li>1. Youth Unemployment</li> <li>2. Economic Inactivity</li> <li>3. Average Earnings</li> <li>4. Economic Performance</li> </ol>	Para 7 - Standing Up for Jobs and Regeneration	<ol style="list-style-type: none"> <li>4. Develop partnerships, skills and infrastructure in order to attract and grow a knowledge based economy creating jobs grounded in key sectors.</li> </ol>
D. People Have a Decent Standard of Living	<ol style="list-style-type: none"> <li>1. Child Poverty</li> <li>2. Household Income</li> <li>3. Personal Debt</li> </ol>	Para 7 - Standing Up for Jobs and Regeneration – Regeneration & Anti-Poverty	<ol style="list-style-type: none"> <li>5. Promote affordable credit and savings options and help people maximise their income and entitlements</li> </ol>
E. People are Healthy, Safe and Independent	<ol style="list-style-type: none"> <li>1. Preventable Early Deaths</li> <li>2. Life Expectancy</li> <li>3. Older Peoples' Independence</li> <li>4. Crime</li> </ol>	<p>Para 11 - Standing Up for the Best in the Arts, Culture &amp; Sport – City of Sport</p> <p>Para 13 - Standing Up for a Better Environment and Better Planning – Value our Parks and Open Spaces</p> <p>Para 9 - Standing Up for High Quality Health and Social Services – Prevention, Not Failure</p>	<ol style="list-style-type: none"> <li>6. Help people adopt and develop healthy and sustainable lifestyles in order to improve health.</li> <li>7. People are Safe, Well and supported to live independently (Adult Services)</li> </ol>

One Swansea Plan		Corporate Improvement Plan 2013-17	
Population Outcome	Shared Challenge	Policy Commitments	Improvement Objective
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  Para 13 - Standing Up for a Better Environment and Better Planning	8. Improve Housing and Housing supply in order to increase the availability of good quality, affordable housing.  9. Minimise waste and increase recycling through promotion, working with others and by targeting low participating areas

Each service within the Council produces a 4 year Business Plan. Each plan is reviewed annually and describes how Council services will deliver their own objectives and contribute towards meeting the priorities contained within the community and corporate plans. The plans link together service, financial and workforce planning and allow services to be planned within the framework of broader duties, such as ensuring services are delivered equally and equitably and are sustainable. In 2012/13, work was undertaken to embed and further refine Business Planning within service units. Further work will be undertaken in 2013/14 to mainstream the Council's new Improvement Objectives into service business plans.

In 2012/13, The Strategic Programme Board was the highest decision making body (with regards to Programmes & Projects) within the City & County of Swansea. Key Programmes/Projects that made up the Strategic Programme were aligned to the Council's overall strategy, ensuring delivery of the overriding aims and objectives identified within the Corporate Improvement Plan and other key plans.

The strategic programme in 2012/13 contained key projects to deliver widespread and sustainable improvement, notably:

- QEd - to raise standards of literacy, attainment and achievement.
- Child & Family Services - to provide protection for vulnerable children on a sustainable basis.
- Adult Care - transform services to meet growing demands and service flexibility.
- Workforce Programme - to modernise working practices, pay systems and appraisal and to have a workforce to meet the challenges.
- Waste Management - to increase recycling and deal with escalating costs.
- Leisure Services - to deliver new models of service delivery whilst increasing physical activity and improving health.

The Council's corporate management arrangements and the operation of the Strategic programme Board will be reviewed during 2013/14 to account for changes made to the Council's senior management team during that period.

The Council is subject to the National Performance Improvement Framework and monitors and reports on a number of performance measures. These arrangements are described in this review in Part 3 'Other Areas of Performance'.

### **Managing risks**

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

Risk is managed at different levels within the Council ranging from individual projects that have risks that are managed within that project, service and departmental risks identified through business plans and managed through departmental risk registers, through to risks that affect the community as a whole, such as flood risks, which is then identified and managed collectively by the Council and its partners through their resilience arrangements.

Information, in whatever form, is a valuable asset to the Council and it is important that all our information risks are managed effectively.

This will be achieved in two ways. Firstly, a risk register will be compiled with service areas to understand more clearly what risks they may have associated with managing information and then to establish how we can manage and share information more efficiently. Secondly, delivering awareness and training programmes. These will include details of what is the information governance framework, the risks and opportunities associated with information sharing, information management, internet use and the office.

### **Monitoring and scrutinising performance**

It is important that the delivery of the Council's plans and its services are monitored for effectiveness. The Council monitors and reports performance of services against agreed targets on a quarterly and annual basis at Cabinet and Scrutiny. This provides opportunities to look at any problems and to put them right and also to inform decisions on spending and how other resources are allocated. The Council also consults and engages with the people of Swansea and others on how they view the services provided by the Council. Complaints and compliments from the public and service users are also a source of information used to improve services.

Scrutiny allows non executive Members to hold the Council's Cabinet to account for decisions that have been made and for the performance of Council services. Scrutiny acts as a 'critical friend' to the Cabinet and other decision makers within the Council in order to promote better services, policies and decisions. In Swansea the scrutiny function is managed by a

single Scrutiny Programme Committee that allocates work to three types of informal task and finish group:

- Inquiry Panels: These undertake in depth investigations into policy or service areas. Inquiries in 2012/13 included; Tourism; Services for Looked after Children; Affordable Housing and Public Transport.
- Performance Panels: These provide ongoing monitoring and challenge of performance. There are currently three of this type of panel; schools; wellbeing; and service improvement and finance.
- Working Groups: These are one off, short pieces of work usually requiring no more than one or two meetings. Recent topics include; school meals; welfare reform; and local flood risk.

Scrutiny produces an annual report every year. This report is produced in a results scorecard format and provides a range of metrics used to track the amount, quality and outcomes of the Council's scrutiny work. In 2012/13 the Boards undertook a number of in-depth reviews, which were:

- What is the best way to Support Care Leavers in Swansea?
- Review of Swansea City Centre.
- Review of the role of Teaching Assistants across the primary sector in Swansea.
- Review of Support Services for carers in Swansea.

An evaluation of the work undertaken by the Council's Scrutiny Boards can be found on the Council's web <http://www.swansea.gov.uk/scrutinylibrary>.

In April 2013 a workshop of scrutiny councillors was held to review the effectiveness of the current arrangements and consider the lessons learnt from participation in the Wales Audit Office's National Study into Scrutiny Effectiveness. From this workshop five improvement themes for scrutiny were identified and reported through the annual report. These were:

- Managing the Workload
- Preparing for Meetings
- Identifying Members' Skills
- Improving Communication / Raising Awareness & Engagement
- Reviewing Progress

The report for 2012/13 can be found at <http://www.swansea.gov.uk/scrutinylibrary>.

### **Equality and Diversity**

The Council is committed to treating people fairly and according to their needs in all its services. The implementation of new legislation (Equality Act 2010

and Wales Regulations 2011 and Welsh Language Measure 2011) has provided a further focus for the Council in its work on equality and diversity and achieving improvements and outcomes for staff and customers.

2012/13 has seen the following outcomes and work undertaken:

- the development and agreement of the City and County of Swansea's first Strategic Equality Plan (2012-16) which sets out the Council's equality objectives and has been designed to build on the achievements of our previous Equality and Diversity Scheme. While it is a legal requirement, it gives us the opportunity to further our commitment to equality and fairness as an organisation.
- to coordinate and further develop the Council's engagement mechanisms a Black and Minority Ethnic Forum was established in partnership with South Wales Police and chaired by the member equality champion for Race, Religion, Belief and Heritage.
- the Welsh Language Scheme (2011-14) sets out how the City and County of Swansea will treat the Welsh and English languages on the basis of equality including in the conduct of public business and when providing services to the public. The first year review of the Welsh Language Scheme Action Plan was undertaken and the first year action plan for implementing More Than Just Words (the Welsh Government's Strategic Framework for Welsh Language Services In Health, Social Services and Social Care) was developed within the Social Services Department
- an annual review of the Council's Consultation and Engagement Strategy and Action Plan was undertaken including an audit of all consultation and engagement undertaken by service areas during the year.
- support was given to the establishment of the Equalities Committee and the work of new member equality champions.
- greater coherence and understanding of the funding of the Third Sector in Swansea was achieved by the finalisation of a cross council data base of Council funding given to voluntary organisations.
- engagement was undertaken with over 50s and others on the Welsh Government's proposals for the Third Phase implementation of the Strategy for Older People
- the Armed Forces Community Covenant was agreed and signed.

The Council's arrangements to assess proposed and reviewed functions, policies and procedures for their impact on different groups were amended to meet the requirement of regulations; the Council's budget for 2013/14 was impact assessed and is available on:

<http://www.swansea.gov.uk/index.cfm?articleid=13264>

Table 2 below shows the links and dependencies between the Council's Improvement Objectives in 2012/13 and the Council's Equality Objectives and other relevant plans.

**Table 2 – interdependencies between the Council's Improvement Plan, other plans and relevant Equality Objectives in 2012-13**

Our Improvement Objectives 2012-13	The partners we worked with on this	Strategic Equality Plan Objectives	Other council improvement activities this objective links to in 2012-13
Improvement Objective 1: Ensure that younger adults, older people and carers have more choice and control over how they are supported by transforming adult social services	Abertawe Bro Morgannwg University Health Board (ABMU).  External social care providers.	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.	Health, Social Care and Well-Being Strategy.  Adult Social Services Strategic Delivery Plan.  Transforming Adult Social Services Strategic Programme.
Improvement Objective 2: Ensure that vulnerable children are safeguarded and supported by maintaining and continuing improvements to Child and Family services.	Children & Young People Partnership  Swansea Safeguarding Children's Board	Equality Objective 14 - To reduce the inequalities that exist in the health, education and economic outcomes for children living in poverty, by improving the outcomes of the poorest	Child & Family Strategic Delivery Plan.  Child & Family Strategic Programme.
Improvement Objective 3: Improve learning outcomes and assist pupils to achieve their potential	Children & Young People Partnership  South-west and mid-Wales Regional Consortium of local authorities (swamwac)	Equality Objective 14 - To reduce the inequalities that exist in the health, education and economic outcomes for children living in poverty, by improving the outcomes of the poorest	Education Business Plan.  Children and Young People Plan.  QEd 2020 Strategic Programme.

Our Improvement Objectives 2012-13	The partners we worked with on this	Strategic Equality Plan Objectives	Other council improvement activities this objective links to in 2012-13
<p>Improvement Objective 4: Minimise waste and increase composting and recycling by promoting and facilitating the delivery of waste management and recycling services</p>	<p>Swansea Environmental Forum. Swansea Waste Forum. Swansea Community Recycling Alliance Partnership.</p>	<p>Equality Objective 26 - Improve internal processes and procedures within services relating to Swansea's environment to ensure that equality considerations are not only included but result in outcomes based on relevant information</p>	<p>Waste Management Strategy / Business Plan. Waste Management Strategic Programme</p>
<p>Improvement Objective 5: Improve people's employability by maximising the impact of the Council's regeneration programme to offer and facilitate training and work placements</p>	<p>Swansea Economic Regeneration Partnership Local Service Board Other local authorities Small and Medium Enterprises</p>	<p>Equality Objective 1 – Ensure consultation and engagement is inclusive and representative. Equality Objective 3 - Review all HR Policies ensuring that they comply with our obligations under the Equality Act 2010. Equality Objective 7 - Comply with our duty to publish Workforce Data/Employment Information. Equality Objective 14 - To 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>Swansea 2020 Economic Regeneration Strategy. Regeneration &amp; Planning Business Plan. Regeneration programme.</p>

### Sustainable Development

The City and County of Swansea is committed to developing and supporting a community that is based on sustainable development. The Council defines sustainable development as: ***“development that meets the needs of the present without compromising the ability of future generations to meet their own needs”***.

Welsh local government has for a number of years, been required to promote sustainable development and improve performance. In 2013/13, the City and County of Swansea worked with the Welsh Local Government Association as its Model Authority for Sustainable Development, exploring areas of governance throughout the organisation to make sustainable development the central organising principle.

In 2012/13, the Council demonstrated its commitment and provided leadership for sustainable development by appointing a Cabinet Member for Sustainability and has progressed in most of the seven key priority areas identified within the Sustainable Development for performance improvement, although some areas have seen a reduction in performance. Each year the Council publishes a Sustainable Development Report providing public accountability for sustainable development and a tangible measure of the effectiveness of the Council's Sustainable development Policy.

Further information can be found at [www.swansea.gov.uk/sustainabledevelopmentreporting](http://www.swansea.gov.uk/sustainabledevelopmentreporting) .

The Council has invested in electric cars, hybrid vehicles and improvements to buildings and homes in order to save on fuel costs and reduce carbon emissions. Swansea schools have more than doubled the number of Eco-School Awards this year. There has been an increase in the amount of waste recycled and a reduction in the amount going to landfill, however the target for this year was narrowly missed. The figures for young people not in education, employment or training continue to improve and beat target projections. Employment Training is successfully using environmental sustainability across the curriculum and has seen an increase in the positive outcomes in apprenticeship schemes. The notional value of City and County of Swansea contracts with social benefit clauses has increased by over £20m.

### **A focused and corporate approach to Improvement work**

The Council has developed a bespoke and corporate approach to improving performance in areas where significant improvements are required. The approach was developed as part of the Council's successful response to improvements that were required to Child & Family Services.

It involves establishing a corporate improvement board led by the Chief Executive and relevant members of the senior management team supported by expertise from across the Council. This provides effective executive governance, control and oversight to the improvement work.

The corporate improvement board is mirrored by a political leadership board chaired by the Council Leader with membership drawn from relevant Cabinet Members and committee / scrutiny chairs plus senior management and corporate officers. This Board provides the political leadership and steer to the Council's response to the issues that need to be dealt with.

A project team led by the relevant service will implement an agreed improvement action plan with corporate support, which will usually include a



focus on performance, consultation with users and stakeholders and comparing services to others in Wales and across the UK.

In addition, the relevant Scrutiny Board acts as a 'critical friend' to provide challenge to executive decisions relating to the Council's response to improvement.

The improvement work will usually conclude with a report to Council setting out recommendations for improvement.

The Council used this approach to respond to a statutory recommendation from the Wales Audit Office concerning the Council's Planning Committee arrangements.

### Planning Committee Arrangements

The Council worked closely with the WAO in response to their concerns and set up an action plan that:

- Appointed a single Chair to both Planning Committees to facilitate greater consistency around decision making.
- Established a corporate improvement board led by the Chief Executive.
- Set up a political leadership board led by the Council Leader.
- Implemented an ongoing action plan with corporate support to address the statutory recommendation.
- Reviewed performance management arrangements within Planning Services.
- Compared Swansea's arrangement with other Welsh Councils and Harrow Council.
- Consulted with users and other stakeholders on the Swansea's Planning Service.

This has resulted in a steady rise in performance, with the key performance measures showing an improvement over the past year. A survey of applicants, agents and interested parties on their satisfaction with the Planning application services, showed a result of 93% satisfied / very satisfied during 2012/13. A pre-application service is now provided to developers and drop-in surgeries for householders. ICT measures are being improved to add speed to the current professional service, thus increasing satisfaction.

### Education – Estyn Inspection of Local Education Authority 2013

The Chief Executive has set up an Improvement Board to act on issues highlighted by the recent Estyn inspection of the Local Education Authority. The board has met once and will continue to meet on a regular basis. An action plan is being developed to address the recommendations and concerns identified in Estyn's inspection report. The post inspection action plan (PIAP) will be submitted to Estyn following the publication in September of the report

on Swansea's inspection. The actions in the PIAP will also be included in Education's Business Plan and Service Action plans and progress reported to the Improvement Board and via the usual reporting mechanisms for major plans'

## Where to find additional information

### *Standing Up for Swansea Corporate Improvement Plan 2013/17*

The Delivery & Information 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 Business Performance team by: Email to [improvement@swansea.gov.uk](mailto:improvement@swansea.gov.uk) Telephone 01792 636852. The Corporate Improvement Plan 2013-17 can be found by clicking on the following web link:

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

### *One Swansea Plan*

If you are interested in finding out more about the *One Swansea Plan*, then you can do so via the Council's web-site by clicking on the following weblink:

<http://www.swansea.gov.uk/index.cfm?articleid=52292>

Also, if you have any questions related to the *One Swansea Plan*, you can contact the Scrutiny Team by Telephone 01792 637732, or:

[scrutiny@swansea.gov.uk](mailto:scrutiny@swansea.gov.uk)

### *Scrutiny Board Reports*

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

### *Local Service Board*

Website: [www.swansea.gov.uk/LSB](http://www.swansea.gov.uk/LSB)

### *Equality & Diversity*

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

### *Sustainable Development*

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

### *Wales Audit Office inspection reports*

[http://www.wao.gov.uk/reportsandpublications/localgovernment\\_687.asp](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&region=&results=true&settings=>

