

City & County of Swansea

Annual Review of Performance 2011-12

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



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Foreword

We are pleased to introduce the City & County of Swansea's Annual Performance Review of 2011-12. This review describes the progress we have made during the previous financial year delivering the Council's priorities for improvement called 'Improvement Objectives' set out in that year's Corporate Improvement Plan 2011-12 'Delivering Results that Matter'.

The review demonstrates the huge amount of good work that we have undertaken during the previous year for the people of Swansea. We have made good progress delivering our priorities around sustainable communities, improved economic performance, caring for vulnerable people and safeguarding children and young people against a challenging backdrop - not least testing social and economic circumstances and the effects of the recession.

There is likely to be further and continual change over the next few years as local authorities adjust to reduced resources and seek new ways to deliver services. There will be even greater emphasis on achieving efficiencies, working together with other authorities to provide services and a continued focus on protecting front-line service delivery.

At the moment, the Council does not always have the right measures in place to answer the question 'is anyone better off?' as a result of the improvement work it has undertaken. The Council will seek to address this over the next year as citizens and their interests will be at the heart of this change and local authorities will measure success by asking what difference we made to the citizens who use our services.

We recommend that for the general reader **Part 1 – Executive Summary** should provide enough information and detail for most needs. If you require more detail or more technical information then you will find that in **Part 2** onwards.

Our Mission

DELIVERING QUALITY SERVICES FOR A GREENER, SAFER MORE PROSPEROUS SWANSEA

What is the shared vision for Swansea?

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 are our community objectives?

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 are the key things that we want to improve (our 'Improvement Objectives')?

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

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.

What is the Annual Review of Performance?

The Annual Review of Performance is the Council's own self-assessment on its performance delivering the priorities (called 'Improvement Objectives') outlined in the previous years Corporate Improvement Plan 2011-12 (CIP). 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 Improvement Objectives are set following consultation with the public and other stakeholders. The CIP is adopted by full Council and is subjected to scrutiny through the Council's Scrutiny Boards. The delivery of the Corporate Improvement Plan is then monitored through the Council's performance and improvement arrangements. More information on this can be found in Part 3.

The Annual Review of Performance is put together with reference to evidence demonstrating the delivery of the Council's Improvement Objectives for the previous year and the 'impact' it had upon service users. It is sometimes difficult to measure the outcomes that result from services, especially where benefits might not become apparent for a number of years. Like other Council's in Wales, the City & County of Swansea is in the process of trying to devise measures that better demonstrate how people are better off as a result of the services that they receive. The Council hopes to make progress in this area in readiness for the next CIP, which will be published in the spring of 2013.

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 below to access the Consultation Database.

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

You can also get involved through the Council's Scrutiny Boards, which are open to the public (see link below) or you can contact the Council's Access to Services Team to get involved on tel: 636907 or email

accesstoservices@swansea.gov.uk

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

If you wish to propose new Improvement Objectives for 2013-18, you can contact the Council at any time by: Email to improvement@swansea.gov.uk
Telephone 01792 636852.

Part 1 - Executive Summary

Progress delivering the Council's improvement priorities in 2011/12 & overall assessment

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.

What have we done?

- Reviewed the reasons for delays experienced by people leaving hospital for some other form of social care and taken appropriate action.
- Took part in regional arrangements and introduced charges to provide a sustainable community alarm service to help support people to remain at home or within the community.
- Continued work to transform Adult Social Services to give people more choice, voice and control over their care to meet their own individual needs.
- Progressed work on developing 'person centred' dementia care, which allows people to be treated with dignity and to exercise more choice and control over their care.
- Continued to develop the Adult Social Care workforce so that they can provide the right support to people as they are given more choice voice and control over their own social care.

How well are we doing?

- There were fewer delays being experienced by patients leaving hospital for some other form of social care when compared to the previous year.
- Clients were having their needs identified and met more quickly once assessed through speedier completion and reviews of Care Plans when compared to the previous year.
- It was taking longer to install aids and equipment in people's homes to help support them to remain at home or within the community rather than go into residential care when compared to the previous year.

Is anyone better off?

- **More people aged 18 to 64 but fewer people aged 65+ were supported to live at home and within the community.**
- **Admissions to residential care homes have remain constant but people are staying there longer, putting more pressure on the service.**
- **New services that allow people to return home after a stay in hospital or residential care rather than go into long term care and services that prevent people being admitted into residential care on an emergency or unplanned basis should help.**

Improvement Objective 2

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

What have we done?

- Worked with others to provide early intervention and prevention to reduce the need for children and families to experience future Social Service intervention.
- Sought to use resources more effectively through better staff training and support, improved information on service quality and better financial control.
- Worked to provide children referred to Child & Family Services with a quality and timely response.
- Sought to ensure that children who are looked after are supported to live within stable and permanent care arrangements.
- Worked to ensure children were safeguarded effectively.

How well are we doing?

- There was an increase in referrals to Child & Family Services but a reduction in re-referrals on the previous year.
- Established a pilot to support children who make up a significant proportion of referrals and re-referrals to Child & Family Services but who do not qualify for a Social Services intervention.
- Kept staff vacancies low, employed fewer agency workers and retained control over staff sickness levels to maintain service quality and help reduce costs.

- Overspent the Child & Family Services budget and reviewed the Financial Recovery Plan to try and address the problem.
- Performed initial assessments of children referred to Child & Family Services later due to increased numbers but completed more in-depth assessments more promptly.
- Put care plans in place for all children looked after at the start of their first placements and had a plan for achieving permanence in place for most.
- Slightly fewer children who were looked after had their care plans reviewed in time than the previous year but more children on the Child Protection Register had them reviewed within time to ensure their needs were continuing to be met.

Is anyone better off?

- **Increased the number of Foster carers but recruited fewer mainstream carers than anticipated, which led to a review of arrangements.**
- **Placed children with the most suitable carer and with permanence in mind.**
- **Placed fewer children with complex needs within their own communities than was anticipated, which led to a review of arrangements.**
- **Bettered the target to return more children who were looked after elsewhere to live in Swansea.**
- **Had more children who were looked after experience stable placements than in the previous year.**
- **There were fewer children who were looked after, on the child protection register (and on the child protection register for neglect only) in March 2012 compared to the March 2011.**

Improvement Objective 3

Improve learning outcomes and assist pupils to achieve their potential.

What have we done?

- Extended 2 Flying Start venues so that more families could benefit from the programme.

- Continued work to reduce surplus school places, improve the condition of schools, increase places for Welsh medium education, rationalise post-16 provision and increase provision for pupils with additional learning needs.
- Helped families to support learning within the home.
- Sought to improve school attendance.
- Continued to support children with special educational and additional learning needs to achieve their potential.
- Sought to improve pupil literacy and educational attainment and fewer children leaving school without a formal qualification.
- Worked to ensure fewer children are not in education, employment or training at 16 years of age.

How well are we doing?

- Increased the numbers of children aged up to 3 years old benefiting from Flying Start.
- Reduced English-medium surplus school places and expanded Welsh-medium primary school places.
- Introduced ways of working into schools and homes that gives pupils and their families the tools to deal with problems themselves and provide a supportive home environment for learning.
- Improved school attendance in primary and secondary schools compared with the previous year.
- Kept the numbers of pupils excluded from schools low.
- Ensured that all pupils who were looked after received a recognised qualification.

Is anyone better off?

- **Flying Start pupils showed improvements in their development and language better than the expectation.**
- **When compared to the previous year, there was improved educational attainment at ages 7 to 11 and 14 to 16, fewer children left school with no formal qualifications and fewer children at 16 were not in education, employment and training.**

Improvement Objective 4

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

What have we done?

- Introduced alternate weekly refuse collections across Swansea and continued to expand food waste and dry recycling collections from flats.
- Continued to work with other groups and organisations to try and increase recycling and reduce waste.
- Continued initiatives to try and increase recycling and reduce waste, such as door knocking in areas where participation is low and promoting the use of real nappies as an alternative to disposable ones, among other schemes.
- Developed a strategy for the next 5 years to continue to reduce waste and increase recycling.
- Worked to reduce fly tipping through enforcement and embedding the alternate weekly refuse collection arrangements.

How well are we doing?

- There has been a continuing reduction in the amount of waste sent to landfill and a corresponding increase in the amount of waste recycled; meeting the Welsh Government targets will still prove challenging.
- There have been fewer fly tipping incidents when compared to the previous year.
- Fewer fly tipping incidents were cleared within the time set when compared to the previous year.

Is anyone better off?

- **A survey showed that nearly 72% of respondents agreed that the change to alternate weekly refuse collections had encouraged them to increase the amount of waste that they recycled.**
- **The same survey found that 81% of respondents felt that the amount of fly tipping had got better or stayed the same.**

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

What have we done?

- Continued to collaborate with other Council's in the region through the *Workways* project to work with employers to help the economically inactive and unemployed back into employment.
- Continued to implement the *Beyond Bricks and Mortar* scheme, which uses social benefit clauses within regeneration contracts to provide employment and training opportunities for the long term unemployed and economically inactive.

How well are we doing?

- Signed up more people to participate in the *Workways* project to help them back into work.
- Increased the number of Small and Medium Enterprises (SMEs) and partners signed up to the *Beyond Bricks and Mortar* scheme to widen training and employment opportunities.
- Increased the number of public sector contracts with social benefit clauses through *Beyond Bricks and Mortar* to widen training and employment opportunities.

Is anyone better off?

- **Fewer *Workways* participants entered employment as a result of the project than anticipated due to changes in eligibility; 201 participants however did benefit by finding employment.**
- **74% of *Workways* participants who responded to a survey said that the project had made a positive difference to their employment prospects.**
- **47 trainees were placed with 29 contractors in 2011/12 through *Beyond Bricks and Mortar*; 30 trainees still had their placements at the end of the year.**
- **80% of *Beyond Bricks and Mortar* participants who returned a survey said that they had benefited personally from their placement.**

Overall assessment

- The Council has made good progress delivering its Improvement Objectives for 2011-12.
- The Council is clear about where expectations have not been met and has put in place remedial strategies and actions to improve performance.
- The Council recognises that, like other Council's and public bodies in Wales, it needs to develop better measures of whether or not anyone is better off as a result of the improvement work it has undertaken; work will continue on this in readiness for the next Corporate Improvement Plan.
- This assessment will be reviewed and explored through the Council's Scrutiny arrangements.

Performance information and how it is used

The Council works with its partners to decide the collective priorities for the whole of the people of Swansea are, which are published within a 'Community Plan'¹, and monitored.

The Council must decide its own priorities every year too, which then appear within a 'Corporate Improvement Plan'.

Each service within the Council produces a 4 year Business Plan. Each plan describes how Council services will deliver their own objectives and contribute towards meeting the community and corporate priorities.

The Council monitors and reports performance of services against agreed targets on a quarterly and annual basis. 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 consult and engages with the people of Swansea and others on how they view the services provided by the Council and complaints and compliments from the public and service users are also a source of information used to improve services.

The Council's Overview and Scrutiny Boards² are an important way in which elected Members hold the Council's executive to account. They act as a 'critical friend' to the Cabinet and other decision makers within the Council in order to promote better services, policies and decisions.

Delivering a wide range of services with reduced resources and significant pressures attracts risk (and opportunities) which needs 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, through to risks that affect the community as a whole, such as flood risks.

The Council is committed to treating people fairly and according to their needs in all its services. The Council has a 'Welsh Language Scheme' and an 'Equality and Diversity Scheme', which are aimed at ensuring everyone in Swansea is treated fairly and equally and that people are not discriminated against.

The Council continues to assess its proposed functions, policies and procedures and budget for their impact on different groups.

The Council is committed to ensuring that its services are sustainable for the service users and the people of Swansea. In 2011/12, the City and County of Swansea adopted a new 'Sustainable Development Policy'.

¹ The 'Community Plan' will be replaced with a 'Single Integrated Plan'

² The Council's scrutiny arrangements have changed from 2012/13.

The Council has developed a bespoke and corporate approach to improving performance in areas where significant improvements are required.

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

Collaboration with others in 2011/12

We are collaborating with other Welsh Council in the following areas (**this list is not exhaustive**) to improve services, share information, take advantage of expertise and / or provide efficiencies and cost savings:

- Legal services
- Food waste treatment.
- Highways maintenance and management.
- Transportation.
- Healthy Cities.
- Trading Standards.
- Community Safety.
- Architecture and engineering professional services.
- School Improvement Services.
- Housing Market Assessment to identify requirements for future housing provision.
- Improving access to safe and secure accommodation and support for women.
- Creating local supply chain and training and recruitment opportunities.
- Reviewing economic growth and employment land requirements.
- Review of the Shoreline Management Plan.
- Working on matters such as Rights of Way, Wales Coastal Path, Marine Special Areas of Conservation, etc.
- Workforce development initiatives.
- Producing a cross-Council Occupational Health Framework.
- The Local Government Pension Scheme (LGPS) producing standard communication material.
- Health and Social Services integrating services to make better use of resources and deliver better outcomes for people.
- Supporting people with Learning Disabilities, Mental Health needs, Older People and Children by commissioning specialist services more effectively.
- Commission places for looked after children with foster carers and in children's homes to improve the matching of children's needs to

available support, increase the stability of placements and make cost savings.

- Person centred dementia care.
- Developing a Results Based Accounting framework for the provision of Leisure, Cultural and Library Services in Wales.
- Providing a unified Archives service and Joint Resilience Unit with Neath & Port Talbot Council.
- Procurement of goods and services.
- Collaborated with other organisations to make a case for a Swansea Bay Region and successfully lobbied for the inclusion of rail electrification into Swansea station to drive economic growth.

City & County of Swansea

Part 2 – Annual Review of Performance 2011-12

City and County of Swansea
Dinas a Sir Abertawe



Part 2 - Progress delivering the Council's improvement priorities in 2011/12

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 outcome for Swansea does this contribute to:

- Improve Health and Well-Being in Swansea for everyone.

What are our Priority Areas?

Fewer hospital patients jointly agreed to be ready for discharge are delayed due to social care reasons.

More people having care plans completed and reviewed promptly to ensure their needs are identified and met.

Assistive technology is installed promptly following agreed care plan to help people live at home and within the community.

A workforce developed to raise standards across Adult Social Services.

People having more choice, voice and control over their care to meet their personal needs.

People supported to live at home and within the community

How well are we doing in our priority areas?

During 2011/12 the Council has undertaken the following work to try and deliver its priority areas:

Fewer hospital patients jointly agreed to be ready for discharge are delayed due to social care reasons.

- The Council has undertaken monthly reviews of delays and the reasons for such delays experienced by patients leaving hospital for other forms of social care. The Council worked with Health partners to try and reduce such delays by improving availability and access to local services.

What was the impact?

- Following a peak of 27 delays in June 2011 (16 of which were due to waiting for a home care package to start), performance has improved and the number of delays has fallen steeply to just 2 instances recorded in February 2012 (none of which were related to waiting for a home care package to start).
- In comparison with itself and other Welsh Councils, Swansea's performance improved; this would see Swansea improve from 20th in Wales to 18th position based upon 2011/12 results, although still worse than the Welsh average in 2011/12.

More people having care plans completed and reviewed promptly to ensure their needs are identified and met.

- The Council has sought to put care plans in place quickly for people who have been assessed as needing care so that their needs can be identified and met as soon as possible.
- The Council has also worked to review care plans within time in order to respond to changing needs and to ensure that care plans continue to be centred on meeting people's individual and particular requirements.

What was the impact?

- More clients had their care plans completed and reviewed within timescales in 2011/12 than any time since 2006/07. This means that clients had their needs identified and met more quickly. However, this still saw Swansea drop from 13th to 15th position in Wales and performance drop slightly below the Welsh average.

Assistive technology is installed promptly following agreed care plan to help people live at home and within the community.

- The Council took part in regional arrangements and introduced a charging policy

to support a sustainable community equipment and alarms service to continue to help support people to live at home and within the community and help prevent admissions to either hospital or residential forms of care.

What was the impact?

- Swansea citizens had 4,000 items of equipment provided in 2011/12. Further community based assistance was provided to 4,624 people who agreed to pay for community alarms and, under the new charging policy, a further 1,353 receive a free service (September 2011).
- It took on average seven days from when people were initially assessed to the installation of aids and equipment, which is longer than the 5.5 days reported in 2010/11 and the agreed 5 days target.
- The Council has recently concluded a partnership agreement Swansea Council, Neath & Port Talbot Council and Abertawe Bro Morgannwg University Health Board. All procurement, storage, delivery, maintenance, repair, collection and recycling of Community Equipment is now comprehensively covered by this agreement, and the Council would expect to see improvements take place during the year

People having more choice, voice and control over their care to meet their personal needs.

- The Council continued to work on delivering a programme to transform adult social services to provide people with choice, voice and control over their care and to encourage independence and meet their individual and bespoke needs.
- 3 year plans for commissioning services were developed to deliver the transformation of the Council's older people's services and provide people with choice, voice and control over their care.
- The Council worked with partners to develop dementia care services that are centred on the individual, which allows them to be treated with dignity and respect and to express choice and control in their lives.

What was the impact?

- The full outcome from this transformational work underway will become more apparent over time but should see more people taking advantage of locally available and preventative services, more people directing their own care and more people having tailored care services to meet their own needs.
- For example, an evaluation of the St John's locality pilot has shown many day service referrals that might have previously gone on the waiting list for St John's (Residential Care Home) have been successfully addressed through new and existing day opportunities.
- The Council has worked with partners to develop dementia care services that are

centred on the individual and allow them to be treated with dignity and respect and to express choice and control in their lives. People with dementia who have 'challenging behaviour' are often poorly supported and as a result can be inappropriately placed the wrong type of residential care. For example, a pilot site has been identified to work closely with the short stay unit at Ty Waunarlwydd to develop a multi-agency 'Support and Stay at Home' service to support people with dementia to remain at home, including the use of 'Just Checking' assistive technology

A workforce developed to raise standards across Adult Social Services.

- Services within Adult Social Services are being re-shaped so that they are centred on meeting people's needs and on improving results for service users instead of a 'one size fits all' approach. It is important that social care staff are appropriately trained and supported so that they can adapt to these changes to ways of working.
- The Council has sought to develop the adult social care workforce through training, workshops and coaching and mentoring to ensure it is suitably qualified and able to provide the right support to people as they are given more choice and control and services become more focused on promoting independence.

What was the impact?

- Progress in 2011/12 has included the development of a comprehensive training programme, a coaching and mentoring scheme, training around delivering social care centred on meeting people's needs and on approaches that emphasise the importance of improving outcomes for service users; work will continue into 2012/13.

Is anyone better off?

People supported to live at home and within the community.

- The Council is continuing to work to support people more at home and within the community, which is the preferred option before considering residential care. Improving support for people to live at home and within the community, such as assistive technology, should help achieve this.
- The Council has also investigated developing a 'step down' service for people discharged from hospital to enable them to return home rather than go into long term care.
- An initial business case has been put together for developing long term homecare services aimed at reducing the numbers of people being placed into care homes as a result of an emergency or unplanned crisis.

What was the impact?

- In 2011/12, more clients aged 18 to 64 were supported within the community than anytime since available figures going back to 2005/06, which saw Swansea remain within the top quartile in Wales based upon 2011/12 national results. However, fewer clients aged 65+ were supported in 2011/12 compared to 2010/11 with both years representing a decline in performance; this was due to the numbers of clients in residential care increasing. This performance saw Swansea remain at 20th position in Wales based upon 2011/12 national results.
- With clients aged 65+ the focus has been on carrying out reviews of care plans to consider whether their social needs have already been met by services provided and to focus on extending the range of re-ablement services. This transformation of adult social care services has resulted in a fall in the numbers of people receiving community based services.
- At the same time the number of people in residential care has increased. Whilst the number of people placed remains consistent, those people in residential services are remaining there for longer. This change has impacted on the 'balance of care' performance; however the Council is working with Health partners to develop plans to extend the range of integrated services available in Swansea, e.g. step up and step down services, emergency response, etc.

The partners we worked with on this	Abertawe Bro Morgannwg University Health Board (ABMU), external social care providers
Resources	Sources Funding are: Adult Social Services Budget
Link to Equality Objectives	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.
Other council improvement activities this objective links to	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.

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 is a high rate of referrals and re-referrals coming into Child & Family Services each month.
- Swansea has high numbers of children who are looked after.

What outcome for Swansea does this contribute to:

- Make a better Swansea for all children and young people

What are our Priority Areas?

Early intervention and prevention to reduce the need for children and families to experience future Social Services intervention.

Children referred to Child & Family services have a quality and timely response.

Children who are looked after are supported to live within stable and permanent care arrangements.

Resources are used effectively.

Children are safeguarded effectively.

How well are we doing in our priority areas?

During 2011/12 the Council has undertaken the following work to try and deliver its priority areas:

Early intervention and prevention to reduce the need for children and families to experience future Social Services intervention.

- Worked with others to intervene earlier and provide families with co-ordinated support to prevent children from entering the care system.
- Introduced a system to check that children were appropriately referred and assessed during the previous week.
- Introduced a service that allows our partners to check with an experienced social worker before referring a child to Child & Family Services.
- Reviewed services to ensure that whenever possible children remain within the care of their own families without entering the care system.
- Introduced a pilot with partners to support and promote inclusion of children that make up a significant proportion of referrals and re-referrals to Child & Family Services but do not meet the criteria for Social Services intervention.

What was the impact?

- The numbers of children referred to Child & Family Services increased between 2010/11 and 2011/12. Some of this increase was due however to Child & Family Services identifying earlier which children and families would benefit from co-ordinated support to prevent them from needing further intervention.
- Although the Council was slightly outside of its target to reduce re-referrals, there was an improvement in 2011/12 (30.9%) compared to the previous year (34.8%) and saw Swansea's national position improve from 19th to 17th position in Wales, although Swansea remains just outside the Welsh average (29.7%). Analysis of repeat referrals shows that the vast majority of these referrals to be low risk, domestic abuse incidents reported by the police. The introduction of a Domestic Abuse Prevention Co-ordinator in 2012/13 to work with families will help deal with this.
- The recent CSSIW Inspection of Access highlighted that there are currently no arrangements in place with partners to support and promote inclusion of children that make up a significant proportion of referrals and re-referrals to Child & Family Services but do not meet the criteria for Social Services intervention. A pilot has been established to address this gap in services.

Resources are used effectively

- Introduced new professional training for social workers to improve the quality of social work practice.
- Looked to improve staff training, appraisal and supervision in order to improve the recruitment and retention of social work staff and reduce the reliance on agency workers, which aims to improve the consistency and quality of social work practice and reduce staffing costs.
- Sought to produce better information on service quality to help further improve social work practice.
- Introduced new procedures and ways of working to improve financial control

What was the impact?

- Vacancies within Child & Family services during 2011/12 remained low with slightly more vacancies as at March 2012 compared to March 2011. The Council also employed fewer agency workers as at March 2012 (1 agency worker) compared to March 2011 (5.4 agency workers). Staff sickness rates remain a concern but there are prospects for improvements as efforts are helping to address long-term sickness.
- Child & Family Services overspent by £3.98m in 2011/12. Areas of increased financial pressure include the costs of external residential placements for looked after children and recruiting fewer mainstream foster carers than expected. The Child & Family Financial Recovery Plan has been reviewed to deal with these pressures.

Children referred to Child & Family services have a quality and timely response.

- It is important that children who are referred to Child & Family Services are quickly assessed so that their needs can be identified and met as soon as possible. Children referred to Child & family Services undergo an initial assessment followed, if necessary, by a more in-depth one.
- It is important that children who are looked after by the Council have care plans put in place at the start of their placement that emphasises the need for services to provide a stable home life for the child and as few changes of placement as possible. It is also important that these care plans are regularly reviewed to ensure the child's needs are continuing to be met.
- The Council has introduced arrangements in 2011/12 to bring together information from a variety of sources including feedback from complaints, comments and compliments, case file audits and work with young people. The Fe Fi Forum (made up of looked after children) met every school break and the Swansea Parent and Carers' Forum met to provide opportunities to share information,

comment on Council plans and offer practical and constructive suggestions for improving services.

What was the impact?

- The Council missed its target to complete initial assessments quickly (77.8%) and it also performed slightly worse than the previous year (78.7%). This was because the higher number of children referred to Child & Family Services meant that there were also more initial assessments to complete; however, performance is better than the Welsh average (69.2%). The Council did however manage to complete more in-depth assessments within time and performed better in 2011/12 (68.9%) than the previous year (57%), which saw Swansea improve one place from 17th to 16th position in Wales; although performance is still worse than the Welsh average (73.2%).
- All children looked after by the Council had care plans in place at the start of their first placement in 2011/12 and 95.5% had a plan for achieving permanence in place; although this was slightly less than in 2010/11 (96.7%) it still saw Swansea improve four places from 14th to 10th position in Wales in 2011/12.
- In 2011/12, slightly fewer (87.5%) children looked after by the Council had their care plans reviewed within time than in the previous year (85.4%) and performance was below the Wales average (91.8%) although Swansea remained at 19th position in Wales. Fewer child protection reviews were carried out (94.23%) than in 2010/11 (98.35%), which was fewer than the Wales average (96.9%) and saw Swansea decline from 14th to 19th position in Wales in 2011/12.
- The Council's new arrangements to bring together information from a variety of sources including feedback from complaints, comments and compliments, case file audits and work with young people is now routinely considered as part of the Council's provisions to improve performance and service quality.

Is anyone better off?

Children who are looked after are supported to live within stable and permanent care arrangements.

- Reviewed services, commissioning and fostering arrangements and sought to recruit more foster carers to ensure that children who are looked after have stability in their lives and experience as few changes as possible.
- Worked with others to try and support children with complex needs to remain within their own communities and not be placed outside of Swansea.
- Sought to return at least three children who are looked after elsewhere back to Swansea.

What was the impact?

- The size of Swansea's looked after children population appears high given the demographic and compared to the rest of Wales. While overall there were 26 fewer looked after children as at March 2012 than at the end of March 2011, the numbers of looked after children have grown from 432 in 2008/09 to 554 in 2011/12.
- Recruiting more Foster Carers is important for the Council to have options where to place children who are looked after. The Council increased the numbers of registered Foster Carers so that there were 221 in March 2012 compared to 215 in March 2011. Short break scheme foster carers were increased by 10 during 2011/12.
- Foster Swansea was however less successful in recruiting additional mainstream carers. A review has taken place to improve the registration and application process and to provide more support to carers in order to improve recruitment and retention.
- There were 461 children (83%) placed in foster care or with parents, family or friends as at March 2012, which is less than the 500 children (86%) placed in March 2011. However, the most important consideration is that children are placed appropriately with the most suitable carer, and with permanence in mind.
- The Council established a multi-agency team to help support children with particularly complex needs to remain within their own communities. Progress however was slower than expected.
- Fewer children were placed through these arrangements than anticipated and the complexity of the needs of the children led to concerns about the stability of placements; two children were placed through these new arrangements and both placements broke down. In March 2012, 48% of children in foster care were placed inside Swansea's boundaries compared to 49% in March 2011.
- Where children cannot be cared for by their own family the Council may safeguard their welfare by looking after them. In some cases, children may be placed outside of Swansea but the Council will always look to return them where that is possible and where it is safe to do so. During 2011/12, the Council successfully returned 4 children (1 more child than was targeted) to Swansea who were looked after elsewhere.
- It is important that children who are looked after by the Council experience a stable home life for their safety and development and that they experience as few placement changes as possible. In 2011/12, 6.83% of looked after children had three or more placements in 2011/12, which is an improvement over 11.94% in 2010/11 and the second best result since 2005/06. This has also seen Swansea improve 15 places from 20th position in Wales to 5th position based upon 2011/12 national results.

Children are safeguarded effectively.

- Reviewed progress on the development of the Swansea Safeguarding Board to ensure it effectively safeguard's children
- Developed ways with partners to aid children who are suffering neglect and help reduce the numbers of children on the child protection register for neglect only.

What was the impact?

- A child or young person up to the age of 18 years of age can suffer abuse or neglect and require protection via an inter-agency child protection plan. The recent CSSIW Inspection of Access Arrangement report noted that child protection plans were clear and actions agreed by all parties.
- There are around 230 children requiring a child protection plan and this has remained fairly stable during 2011/12 indicating that the arrangements to protect children are effective. Overall there were 26 fewer children on the child protection register at March 2012 than at the end of March 2011.
- The Council working with others on the Swansea Safeguarding Board developed a new protocol to aid children who are suffering neglect. There were 22 fewer children on the child protection register for neglect only in March 2012 compared to March 2011.

The partners we worked with on this	Children & Young People Partnership Swansea Safeguarding Children's Board
Resources	Sources Funding are: Child & Family Services Budget
Link to Equality Objectives	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
Other council improvement activities this objective links to	Child & Family Strategic Delivery Plan. Child & Family Strategic Programme.

Improvement Objective 3:

Improve learning outcomes and assist pupils to achieve their potential³.

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 outcome for Swansea does this contribute to:

- Ensure excellent education opportunities for everyone in Swansea.

What are our Priority Areas?

Priority Areas:

More children and families are supported through Flying Start.

More children aged up to 3 years old show development as a result of Flying Start.

Families are helped to support learning in the home.

More children attending school.

Children have improved literacy.

Children have improved educational attainment at ages 7 to 11 and 14 to 16.

³ Note that 2011/12 and 2010/11 performance relates to the 2010/11 and 2009/10 Academic Years respectively.

Fewer children leave school without a formal qualification.

Fewer children at age 16 are not in education, employment or training.

Resources are realigned to meet needs, improve the quality of the learning environment and help raise standards of achievement.

Children with special educational and additional learning needs are supported to achieve their potential.

How well are we doing in our priority areas?

During 2011/12 the Council has continued its approach to prevention and early intervention that is aimed at reducing the impact of poverty and promoting the circumstances necessary for learning. The following has been implemented to try and deliver its priority areas:

More children and families are supported through Flying Start.

- Extended two venues where the Welsh Government funded Flying Start programme is delivered using additional funding so that more families with children aged up to 3 years could benefit from free child care, enhanced health visiting, parenting support and basic skill development, including the language and play programme.

What is the impact?

- As at 2011/12 there were 1,430 children aged up to 3 years old and their families in Swansea engaged with the Welsh Government funded Flying Start programme, including Welsh-medium provision, compared to 1,254 in 2010/11.
- Concerning the transition from Flying Start to school, the programme is helping to break down parental barriers about schools caused by previous poor experiences. Several children were identified as having speech and language difficulties and received speech therapy earlier than normal.
- Visits were made to other Flying Start areas in North and South Wales during 2011/12 to observe provision of the child care entitlement, which is a centrepiece of services delivered under Flying Start. The conclusion was that the Swansea model operates in line with best practice and provides a high standard and joined-up approach to identifying and meeting the needs of children.

Resources are realigned to meet needs, improve the quality of the learning environment and help raise standards of achievement.

- Continued a programme to reduce surplus school places, improve the condition of schools, increase places for Welsh medium education, rationalise post-16 provision and increase provision for pupils with additional learning needs.

What is the impact?

- Surplus English-medium places in both secondary and primary schools have been reduced although there was a slight rise in 2010/11 in the primary phase. Welsh-medium primary school places were expanded to meet demand with a new Primary school opening in September 2011 in east Swansea.
- Additional provision was developed for children with additional learning needs in 2011/12 with a new Specialist Teaching Facility to open in Bishopston Comprehensive in autumn 2012.

Families are helped to support learning in the home.

- Introduced an approach called 'Restorative Practice' into certain Swansea schools that gives pupils and families the tools to resolve problems and conflicts themselves so that everyone has a voice, there is improved school attendance, exclusions from school are reduced and children are more ready to learn. Swansea's use of Restorative Practice has been recognised as outstanding practice in a recent school Estyn inspection.
- Encouraged learning within families so that children have a supportive home environment which helps them progress at school as part of a wider programme aimed at prevention and early intervention to reduce the impact of poverty. A whole week was dedicated to sharing good practice on this in 2011/12 and 5 representatives were identified to work with identified schools in certain catchment areas.

What is the impact?

- Reported benefits include improved school attendance, an increase in positive attitudes and behaviours, better family engagement in learning and improved pupil behaviour, which should also lead to improved educational attainment; however ensuring that adequate resources are available to deliver these programmes will need to be monitored. Longer term outcomes from these new practices will be tracked when pupils are assessed in school in future years.

More children attending school.

- Undertaken specific initiatives to improve school attendance, including targeted support from the Education Welfare Service, sharing good practice and adopting new ways of working to improve the circumstances for learning.

What is the impact?

- Following a slight fall in performance between 2008/09 and 2010/11, primary school attendance improved from 92.3% and 18th place in Wales in 2010/11 to 92.9% and 16th place in Wales in 2011/12; however this is still below the 2011/12 Welsh average of 93.3%.
- Secondary school attendance also declined between 2008/09 and 2010/11 but

improved from 90.6% and 18th place in Wales in 2010/11 to 91% and 16th place in Wales in 2011/12; whilst still below the 2011/12 Welsh average of 91.4%, fewer pupils have very poor (less than 80%) attendance.

- There were no children permanently excluded from primary schools in Swansea in 2011/12 and less than 5 pupils were permanently excluded from secondary schools. There were 49 pupils who had fixed term exclusions from primary schools in Swansea in 2011/12, which is better than 2010/11 (69 fixed term exclusions). There were however slightly more fixed term exclusions from secondary schools in Swansea in 2011/12 (597) compared to 2010/11 (572) against long term improvement since 2006/07 (863).

Children with special educational and additional learning needs are supported to achieve their potential.

- Continued to support children with special and additional learning needs to improve educational outcomes and help them to achieve their potential.

What is the impact?

- The Council has continued a number of initiatives during 2011/12 to support children with special educational and additional learning needs. A new specialist teaching facility was agreed for Bishopston Comprehensive, which will open in autumn 2012; all secondary schools in Swansea will then have specialist teaching facility provision.
- Funding to support pupils with severe and complex learning needs was fully delegated to schools from April 2012 following a 'lead-in' year to get schools used to taking responsibility for the funding. This will allow schools the flexibility to meet pupils' needs and protect the funding better from the need to make savings.
- The Education service has been working with partners in Social Services, the Police, Health and the voluntary sector to develop support for pupils most at risk of social and educational engagement. A pilot will take place in two secondary schools and their partner primaries in Swansea from September 2012 to test the developing approach to better support pupils at risk of exclusion from education to stay engaged before full roll out.
- Pupil referral units for pupils aged 7 to 11 and 11 to 14 years and provision for pupils who are educated in settings other than school have been co-located within a vacated primary school to form a single educational base. The aim is to improve the learning environments of the pupils and the range of the curriculum that can be offered as well as making some capital gains and cost savings for the Council.
- A review of education for Gypsy and Traveller pupils has taken place and has resulted in changes to how the service operates from September 2012 in order to implement recommended best practice. The changes aim to better integrate Gypsy and Traveller pupils into schools and improve attendance and educational outcomes.

- The Council has continued to offer support to groups of pupils with additional learning needs. Pupils from ethnic backgrounds continue to achieve well. No pupil who was looked after through Social Services failed to achieve a recognised qualification. Raising boys achievement and supporting the most able and talented pupils continues to be a focus nationally and locally.

Is anyone better off?

More children aged up to 3 years old show development as a result of Flying Start.

- Provided children with opportunities through Flying Start to improve developmental outcomes before nursery schooling starts at 3 years old. As part of the Flying Start programme, Health Visitors are required to assess children at the ages of 2 and 3 for progress made developing certain skills, such as speech and language and interactive and social skills.

What is the impact?

- A survey of 22 children showed significant improvements better than expectations. Some of the sample of randomly selected children from the 7 settings where Flying Start takes place also showed improved child development in relation to the Foundation Phase standards better than the expectation.
- The evidence shows that Flying Start children have significantly improved outcomes in terms of child's development and language compared to non-Flying Start pupils. As a result of the programme, parents have also recognised their own increased self-confidence, self-esteem and improved parenting skills, which have had benefits for their children.

Children have improved literacy.

- Rolled out a school-based Literacy Strategy to all schools in a phased way to help improve pupil literacy and educational attainment.

What is the impact?

- Despite some initial delays rolling out the strategy, pupils who struggle to read are having their difficulties diagnosed and addressed through a structured programme. A project to develop oracy in the early years is also underway as good oracy skills are needed to be able to communicate prior to being able to read.
- Outcomes from the annual reading survey (All Wales Reading Test) show that there has been improvement in the last 3 years at age 11, which is echoed by improved results at Key Stage 2 (ages 7 to 11).

Children have improved educational attainment at ages 7 to 11 and 14 to 16.

- Continued work around early intervention and prevention has been targeted to reduce the impact of poverty and promote the circumstances necessary for learning. This should help improve school attendance, pupil behaviour and engagement and educational attainment. Work to improve pupil literacy should also help to improve educational attainment at ages 7 to 11 and beyond.

What is the impact?

- At ages 7 to 11 (Key Stage 2) in 2011/12, 80.8% of pupils achieved the required standard in English or Welsh first language, mathematics and science in combination, which was better than 2010/11 performance (77.5%) and better than the Welsh average (80.3%); Swansea improved from 19th to 16th position in Wales.
- At ages 14 to 16 (Key Stage 4) in 2011/12, 53% of pupils achieved the required standard including a GCSE grade A* to C in English or Welsh first language and mathematics, which is better than the Welsh average of 50.1% and better than Swansea's 2010/11 result of 52.1%.

Fewer children leave school without a formal qualification.

- Worked to ensure fewer children leaving school without formal qualifications through targeted efforts to engage pupils and their families and improve the conditions for learning.

What is the impact?

- In 2011/12, 0.43% (11 out of 2,557 pupils) of pupils left school with no recognised qualification, which was better than the Welsh average (0.6%) and better than Swansea's own 2010/11 performance (0.89%); Swansea improved from 15th to joint 11th position in Wales.

Fewer children at age 16 are not in education, employment or training.

- Reduced the number of pupils at 16 who are not in education, employment or training (NEET) by participating in the 'Keeping in Touch' (KIT) project with Careers Wales West to successfully identify and support pupils at risk of becoming NEET.

What is the impact?

- In 2011/12 for the second year running all Year 11 school leavers were contacted to see what they were doing since they reached school leaving age. The extension of the KIT project tracking the 2009 pupil cohort through to 18 years of age is progressing and improved support from providers, especially further education, is being developed; this is keeping young people engaged and reducing the drop-out rate so lowering the number of pupils at risk of becoming

<p>NEET at 16 years of age.</p> <ul style="list-style-type: none"> The rate of young people who are not in education, employment or training (NEET) at age 16 fell again in Swansea to 3.1% (79 pupils) in 2011/12, which is better than 2010/11 (4.2% or 110 pupils). Swansea's national ranking is 7th overall but 3rd when 'unknowns' are included (Swansea has no unknowns) and is the best performance for an urban authority. The 79 pupils who were not in education, employment or training in Swansea during 2011/12 had another opportunity to engage with support from Careers Wales West with the possibility of finding a placement in the future. 	
<p>The partners we worked with on this</p>	<p>Children & Young People Partnership South-west and mid-Wales Regional Consortium of local authorities (swamwac)</p>
<p>Resources</p>	<p>Sources Funding are: Education Budget, external grants</p>
<p>Link to Equality Objectives</p>	<p>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>Other council improvement activities this objective links to</p>	<p>Education Business Plan. Children and Young People Plan. QEd 2020 Strategic Programme.</p>

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 outcome for Swansea does this contribute to:

- Improve Swansea's environment for everyone.

What are our Priority Areas?

Priority Areas:

Less waste sent to landfill and more waste recycled, composted or re-used.

Less fly tipping and fly tipping cleared more quickly.

How well are we doing in our priority areas?

During 2011/12 the Council has undertaken the following work to try and deliver its priority areas:

Less waste sent to landfill and more recycled, composted or re-used.

- Continued the introduction of alternate weekly refuse collections to the whole of the City & County of Swansea and food waste collections from flats to try and encourage people to recycle more.
- Reviewed the role and objectives of the Swansea Waste Forum and developed a plan to work more closely with communities to encourage recycling.
- Continued to meet and develop ideas with voluntary groups and the Swansea Community Recycling Alliance Partnership (SCRAP) partnership to promote more recycling.
- Encouraged SCRAP members who are registered charities to use the reuse/recycling credits scheme, which means they receive a payment in return for recycling items, such as clothes.
- Continued to undertake a number of initiatives to increase recycling in Swansea, especially in areas where participation is lower. This includes door knocking to increase awareness of recycling, awareness work undertaken with schools, promoting real nappies as an alternative to disposable nappies and work to attract more businesses to sign contracts with the Council to collect and recycle waste.
- In partnership with Social Services Works Development Team the Swansea Waste Action Team SWAT based in Clydach reuse and recycle bulky household waste collected from residents.
- Developed a work plan to incorporate the recommendations from the Council's Environment and Communities Overview and Scrutiny Board review into waste minimisation and recycling.
- Developed a Waste Management Strategy for the next 5 years to continue to reduce landfill and increase recycling.

What was the impact?

- Waste is now collected on an alternate weekly basis across the whole of the City and County of Swansea.
- Some 9,274 out of a total of 10,792 flats have been offered and are provided with food waste collections.

- The result of this work has seen a reduction in the amount of waste sent to landfill from 59% in 2010/11 to 54.4% in 2011/12; however this would still see Swansea drop one place from 20th to 21st position in Wales and performance is worse than the Welsh average (44.73%). Likewise, there has been a corresponding increase in the amount of waste being recycled from 40% in 2010/11 to 45.15% in 2011/12; this has seen Swansea improve its national standing from 18th to 16th position based upon 2011/12 national results, although performance is still below the Welsh average (48.53%). Despite these improvements however there will still be a challenge in meeting Welsh Government targets in future years.
- A survey undertaken in 2011 showed that 61.3% of respondents were happy with the proposals to change to alternate weekly refuse collections, which increased to 82% when the new arrangements were put in place.

Less fly tipping and fly tipping cleared more quickly.

- Worked to try and reduce fly tipping through enforcement and embedding the alternate weekly refuse collection arrangements. Hotspots are regularly monitored and cleared and accesses blocked to deter further offences. Vehicle stop and search initiatives have taken place to ensure waste transport regulations are being adhered to and community awareness action days are ongoing. Problems associated with refuse/recycling bags being put out on the wrong day are addressed through education, if necessary sending warning letters and by taking enforcement action when appropriate
- Continued work with local schools giving talks and workshops to children on the importance of recycling and not dropping litter. The Council now has a purpose designed classroom based in Clydach that can be used for these activities.

What was the impact?

- Fly tipping can be anything from a single black bag on a pavement to large amounts of waste dumped in areas of open land. Minimising waste and increasing composting and recycling effectively is an important part of the strategy to reduce fly tipping. There has been a decrease in the numbers of bagged domestic waste that makes up fly tipping incidents but work will need to continue to ensure that domestic waste is placed out for collection properly as part of the alternate weekly refuse collection arrangements.
- Enforcement is also an important part of the strategy to reduce fly tipping. In 2011/12 there were 3 prosecutions and 2 simple cautions made for fly tipping following 40 investigations.
- In 2011/12 there were 2,076 fly tipping incidents which is an improvement on 2,934 incidents in 2010/11. However, the Council cleared fewer fly tipping incidents within the time set in 2011/10 (86.1%) compared to 2010/11 (92.5%) due to operational and organisational changes that will need time to become embedded. Performance clearing fly tipping incidents within time was below the Welsh average (91.36%) although Swansea remained at 17th position in Wales.

Is anyone better off?

- People in Swansea will be better off if the Council meets its recycling targets and avoids Welsh Government financial penalties and fines, which could adversely impact services.
- A survey undertaken in 2011 showed that nearly 72% of respondents agreed that the change to alternate weekly refuse collections had encouraged them to increase the amount of waste that they recycled.
- The same survey found that 81% of respondents felt that the amount of fly tipping had got better or stayed the same.

The partners we will be working with on this	Swansea Environmental Forum Swansea Waste Forum. Swansea Community Recycling Alliance Partnership.
Resources	Sources Funding are: Environment Budget, external grants
Link to Equality Objectives	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
Other council improvement activities this objective links to	Waste Management Strategy / Business Plan. Waste Management Strategic Programme

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 UK⁴.
- 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 GB⁵; 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 Wales⁶.
- 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 workforce⁷.

What outcome for Swansea does this contribute to:

- Make Swansea more prosperous for everyone.

⁴ **Source:** Annual Population Survey (APS) data for the 12 month period ending June 2011, ONS.

⁵ **Source:** www.DWP/Nomis

⁶ **Source:** Business Register and Employment Survey (BRES) employment analysis, 2010. ONS.

⁷ **Source:** Centre for Cities (2009) Public Sector Cities: Trouble Ahead, Centre for Cities: London

What are our Priority Areas?

More social benefit clauses included within regeneration contracts through the *Beyond Bricks and Mortar* scheme.

More people entering employment as a result of their participation within the *Workways* scheme.

How well are we doing in our priority areas?

During 2011/12 the Council has undertaken the following work to try and deliver its priority areas:

More signed up to the *Workways* and *Beyond Bricks and Mortar* initiatives.

- Continued collaborating with three other Council's within the region through the *Workways* project to work with employers and the economically inactive and unemployed to help support them back into employment. This includes signing up employers and participants to the project, matching up employers with participants and providing participants with support and mentoring and reviewing their progress.
- Continued to implement the *Beyond Bricks and Mortar* scheme, which uses social benefit clauses within regeneration contracts to provide employment and training opportunities for the long term unemployed and economically inactive. This is done by increasing the number of projects that contain social benefit clauses, working to increase the number of SMEs and partners signed up to the scheme and helping them fulfil their obligations under the scheme. It also involves supporting SME's to become part of the Council's supply chain to provide training and work opportunities for the long-term unemployed.

What was the impact?

- 672 individuals signed up to the *Workways* project during 2011/12; 605 of them have had their individual action plans reviewed in their first year to discuss their individual progress to get back into employment.
- The Council increased the total number of signatories to the *Beyond Bricks and Mortar* initiative from 61 in 2010/11 to 85 in 2011/12, which was better than the target (73) and increased the scope for finding training and work opportunities for trainees.
- There was an increase in the number of public sector projects with social benefit clauses and *Beyond Bricks and Mortar* in their contracts from 9 in 2010/11 to 12 in 2011/12, which met the target and increased training and work opportunities.

- 214 SMEs were given supplier development support in 2011/12 based upon events that were held for this purpose. The events were aimed at raising awareness on *Beyond Bricks and Mortar* and ensuring that SMEs were better informed to tender for contracts so that social benefits could be obtained. Positive feedback on the support and information provided at these events in 2011 ranged from 81% to 96%.

Is anyone better off?

More people entering employment as a result of their participation within the *Workways* project.

- Engaged with employers to link them with *Workways* participants to provide employment opportunities.
- Provided temporary and other job opportunities to *Workways* participants to help ease them back into the jobs market and re-establish patterns of behaviour and mind sets conducive to gaining and retaining employment.

What was the impact?

- In 2011/12, 148 *Workways* participants attended a job interview, 188 completed a course and 18 entered voluntary work.
- 201 *Workways* participants entered employment in 2011/12, which although was less than the target (285) and the 2010/11 result (due to changes in eligibility and associated increase in referrals and lack of a full team of project staff at the time placing pressure of the *Workways* staff), it does mean that these participants benefited from the project. A total of 402 participants have entered employment up to 31st March 2012.
- When asked whether or not *Workways* had made a positive difference to their employment prospects, 74% of participants who responded said yes.

More social benefit clauses included within regeneration contracts through the *Beyond Bricks and Mortar* scheme.

- Encouraging developers, employers and partner organisations to provide local training and employment placements.
- Discussing *Beyond Bricks and Mortar* with SMEs applying for grants to assess training and any employment opportunities as part of any financial support they received.

What was the impact?

- 1052 person weeks training was provided by contractors who have signed up to

Beyond Bricks and Mortar in 2011/12. 47 trainees were placed with 29 contractors in 2011/12 and 30 trainees still had their placements at the end of the year. 34 people receiving 778 training weeks were placed with partner organisations as a result of *Beyond Bricks and Mortar* in 2011/12,

- The Council discussed *Beyond Bricks and Mortar* opportunities with 5 SMEs applying for Business Enhancement Programme (BEP) grants, which was less than in 2010/11 (8 SMEs). This was because the scheme was re-profiled so that *Beyond Bricks and Mortar* would only become involved in projects worth over £75,000, which resulted in 33 training and work experience weeks for trainees carried out on the BEP contracts in 2011/12.
- 80% of *Beyond Bricks and Mortar* participants who returned a survey said that they benefited personally from their placement, which was less than in 2010/11 (100%) but the result was distorted by a small response to the survey.

The partners we will be working with on this	Swansea Economic Regeneration Partnership Local Service Board Other local authorities Small and Medium Enterprises
Resources	Sources Funding are: Regeneration Budget, external grants
Link to Equality Objectives	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.
Other council improvement activities this objective links to	Swansea 2020 Economic Regeneration Strategy. Regeneration & Planning Business Plan. Regeneration programme.

Detailed 2011/12 performance results for the Council's Improvement Objectives and other performance measures can be found on our website <http://www.swansea.gov.uk/>.

Part 3 - Performance information and how it is used

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. It is inevitable with so many needs to meet and with so many duties to fulfil that the Council will have lots of objectives. Some of these objectives are determined locally and some of them are obligations resulting from legislation passed by national or regional governments or through the EU. The Council has to listen to the people of Swansea and work with its partners to prioritise all of these obligations.

Planning services

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 'Community Plan'⁸, which is then delivered and monitored together with partners.

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

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 2011/12, work was underway to embed and further refine Business Planning, which was introduced for the first time the previous year.

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 consult and engages with the people of Swansea and others on how they view the services provided by the Council

⁸ The 'Community Plan' will be replaced with a 'Single Integrated Plan' in 2013

and complaints and compliments from the public and service users are also a source of information used to improve services.

The Council's Overview and Scrutiny Boards⁹ are an important way in which elected Members hold the Council's executive to account for decisions that have been made and for the performance of Council services. They act as a 'critical friend' to the Cabinet and other decision makers within the Council in order to promote better services, policies and decisions. The Boards will sometimes undertake some in-depth pieces of work and produce reports and recommendations for Cabinet to consider. In 2011/12 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/>.

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 needs 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, 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.

Equality and Diversity

The Council recognises that people's differences can mean that some individuals face discrimination in everyday life. The Council is committed to treating people fairly and according to their needs in all its services. The Council has a 'Welsh Language Scheme' and an 'Equality and Diversity Scheme', which are aimed at ensuring everyone in Swansea is treated fairly and equally and that people are not discriminated against because of their characteristics or because they are different.

The Council in 2011/12 developed its relationship with community and interest groups. This has included the re-establishment of a Lesbian, Gay, Bi-sexual

⁹ The Council's scrutiny arrangements have changed from 2012/13.

and Transgender (LGBT) Forum in partnership with South Wales Police and the development of a Disability Liaison Group with representatives from key groups.

The Council worked with the Wales Interpretation & Translation Service to provide from 2011 a Council-wide telephone and face-to-face interpretation & translation service.

The Council continues to assess its proposed functions, policies and procedures for their impact on different groups; the Council's budget for 2011/12 was impact assessed and is available on <http://www.swansea.gov.uk/>.

Sustainable Development

The Council is committed to ensuring that its services are sustainable for the service users and the people of Swansea. In 2011/12, the City and County of Swansea took stock of its policy position and redrafted and adopted a new 'Sustainable Development Policy', identifying key priority areas.

The City and County of Swansea is registered as a participant in the Carbon Reduction Commitment Energy Efficiency Scheme (CRC). Energy and Carbon data are collated and reported in the Council's Carbon Footprint and Annual Report submitted to the Environment Agency annually in line with CRC legislation. The Council is a key player in Low Carbon Swansea, an initiative which co-ordinates carbon reduction across all sectors in the City; a 3% carbon reduction target has been set for energy use in 2012/13 based on a combination of electricity & fossil fuel consumption. 101 Swansea schools have registered with the Eco-Schools programme; eight have attained the highest Platinum level award - the most of any Welsh Local Authority.

Considerable efforts have been made to minimise the use of finite resources and maximise the use of sustainable raw materials and energy in more efficient ways. A 'Municipal Waste strategy 2011-16' has been developed to meet Welsh Government targets. From April 2011, alternative weekly collections of black bags were in operation on all collection routes. Waste Minimisation Initiatives aiming to engage the public include the Real Nappy Campaign, an online Swap Shop and Schools Recycling programme.

Swansea's biodiversity is of outstanding quality and beauty. A wide diversity of landscapes and habitats make up over 80% of the County's total area. The Swansea Biodiversity Partnership works to maintain awareness of and involvement in protecting biodiversity. Four Beaches were awarded the Blue Flag, Port Eynon, Caswell, Langland and Bracelet. In addition, Swansea Marina has been awarded a Blue Flag. Four Swansea Parks were also awarded the GreenFlag for standard of cleanliness and amenities. It is intended to maintain these standards.

The Local Authority is the first in Wales to commit to the WWF Gold Achiever for Sustainable Timber Pledge.

Employment Training has been successful in reaching out to hard to reach groups. Investment is being made in learner support officers to engage

learners and build skills. A full time Environmental Sustainability Global Citizenship Officer has been employed and training is now embedded in the curriculum for learners, staff and Managers.

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

Planning Committee Arrangements

The Wales Audit Office (WAO) undertook a review of the Council's arrangements for its planning committees in November 2010.

The review concluded that the Council's decision to increase the number of planning committees did not represent an efficient and proper use of resources.

This resulted in a statutory recommendation requiring the Council to set out an action plan to take action to address the recommendations within 30 days.

In response to the WAO recommendations the Council decided (on 3 February 2011) to reinstate a two Area Committee arrangement on an interim basis, pending consideration of options in further detail.

However, a Notice of Motion to Council on 4 August 2011 confirmed this interim arrangement of two Area Committees as the Council's preferred approach. The WAO concluded that the rationale for this decision is unclear and lacks transparency.

In addition to making initial interim changes to its planning committee arrangements, the Council made some progress in addressing these recommendations, but the Wales Audit Office concluded that the Council "has not fully addressed the statutory recommendation regarding planning committee arrangements".

The Council is now working closely with the WAO in response to their concerns.

Progress to date includes:

- The appointment of a single Chair to both Planning Committees to facilitate greater consistency around decision making.
- The establishment of a corporate improvement board led by the Chief Executive.
- The setting up of a political leadership board led by the Council Leader.
- The development and ongoing implementation of an action plan with corporate support to address the statutory recommendation.
- Work to review performance management arrangements within Planning Services.
- Comparing Swansea's arrangement with other Welsh Councils and Harrow Council.
- Consultation with users and other stakeholders on the Swansea's Planning Service.

A report will be presented to full Council in October setting out the options and recommendations.

Part 4 - Collaboration with others in 2011/12

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. We are collaborating with other Welsh Councils in the following areas (**this list is not exhaustive**):

Legal

We are collaborating with the Shared Legal Service which enables us to share information and gain efficiencies by avoiding duplication. We are also carrying out work for other public bodies which enables them to make savings by not engaging the private sector

Waste

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.

Winter Maintenance

We are collaborating with all Welsh Authorities to provide resilience in the Winter Maintenance service. Arrangements such as salt procurement, mutual support, and an all Wales weather forecasting service results in a sharing of expertise, and an improved service at a reduced cost.

Transportation

The City and County of Swansea is part of SWWITCH, the regional transport consortium, and has prepared a Regional Transport Plan with the other three South West Wales local authorities. Annual delivery plans are agreed at a regional level for the implementation of transportation projects. In addition the Council is actively engaged in a number of service-specific collaboration exercises with other local authorities, covering procurement of transport services, road safety, walking, cycling and travel planning.

The Council provides traffic signal design and maintenance services to Neath Port Talbot Council. Use is also being made of regional framework contracts for construction works in Swansea, and officers are working to develop additional regional framework contracts for specialist engineering and consultancy services. South West Wales local authorities have agreed in principle to share staff resources to support delivery of projects and smooth peaks and troughs of work, and City & County of Swansea has engaged a neighbouring authority to undertake bridge inspections.

Healthy Cities

We are working with the Local Health Board, local partners and other Council departments to improve the health of residents through an initiative known as Healthy Cities Initiative under the World Health Organisation (WHO).

The WHO European Healthy Cities Network consists of cities around the WHO European Region that are committed to health and sustainable development: more than 90 cities and towns from 30 countries. They are also linked through national, regional, metropolitan and thematic Healthy Cities networks. The overarching goal of the current Phase V (2009–2013) is health and health equity in all local policies. The three core themes are:

- caring and supportive environments
- healthy living
- healthy urban design.

The Healthy Cities approach recognizes the determinants of health and the need to work in collaboration across public, private, voluntary and community sector organizations. This way of working and thinking includes involving local people in decision-making, requires political commitment and organizational and community development, and recognizes the process to be as important as the outcomes. The concept of Healthy Cities was inspired and supported by the WHO European Health for All strategy and the Health21 targets.

Trading Standards

We are collaborating with other Local Authorities and jointly using Metrology Laboratories rather than maintaining our own. We do joint animal welfare initiatives with coterminous Councils and participate in the all Wales Heads of Trading Standards group (WHoTS) where common initiatives are planned and economies of scale can be utilised such as strategies to try and resolve “horse dumping” across South and West Wales. The Council also supports the joint initiatives of the Illegal Money Lending Unit, the Scam busters team and Consumer Direct before it become the Citizens Advice Bureau’s responsibility. Swansea operates a joint sampling programme with other LA’s to build up a joint database of product standards rather than all councils repeating similar exercises. We have taken prosecutions on behalf of several Local Authorities to streamline the judicial process when needed to protect the population of Wales and the wider environment. The Council are party to the WHoTS and the Directors of Public Protections (DPPW) submission to the Welsh Assembly on future options for further collaboration.

Community Safety

We have recently joined with the adjoining local authority in merging staff posts to provide joint anti social behaviour coordinators resulting in financial savings and making use of common initiatives. The community safety team have recently relocated to a Police Station to jointly work side by side with other colleagues in the force and third sector to be able to deliver a more joined up thinking approach to community safety issues. We operate as part of the wider Safer Swansea Community Partnership and the larger Safer South Wales initiative with other community safety partnerships and the wider police divisions.

Asset Management

We are collaborating with all Welsh Authorities to improve the management of our Highways and in particular to agree a range of standards that include, asset values, assessments and inspection regimes. This will ultimately lead to a safer more robust network of roads with a reduction in third party claims.

Corporate Building & Property Services

We are collaborating with Pembrokeshire, Carmarthenshire, City & County of Swansea, and Neath Port Talbot through the South and West Wales Professional Services Collaborative to ensure service improvement and efficiencies in architecture and engineering professional services. This involves the development of collaborative working for design services, and the development of regional construction frameworks.

Education

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) has operated across the region in both 2010/11 and 2011/12, providing a consistent approach to categorising schools and providing challenge and support to help improvements.

The requirement to harmonise the delivery of School Improvement Services is on track to meet the Minister's requirement for September 2012.

The associated staffing structure was agreed and each constituent authority is currently bringing its quota of staff up to strength, advertising posts where necessary. Included in the new Service has been a key appointment of a regional data officer. The development of other shared services and collaborative opportunities continues.

Housing

A Joint Housing Market Assessment has been undertaken in collaboration with Neath & Port Talbot in order to identify requirements for future housing provision across the whole of the Swansea Bay area and for all tenures. This has also led to savings on project costs for both authorities.

A Cross Border Women's Project has been set up between Swansea, Neath & Port Talbot and Bridgend utilising Supporting People funding in order to improve access to safe and secure accommodation and support for women across the three regions.

Economic Regeneration & Planning

We are currently collaborating with the local authorities of Neath Port Talbot, Carmarthenshire and Pembrokeshire to create local supply chain and training and recruitment opportunities during the construction of the science and

innovation campus. This will share resources between council staff and create multiple opportunities within travel to work areas.

The Planning Policy Team are currently collaborating with Neath Port Talbot Borough Council to complete a review of economic growth and employment land requirements; to produce an updated Strategic Housing Market Assessment; and to reach an agreement on a Community Infrastructure Levy for the Swansea Bay Area.

We are also collaborating with both Neath Port Talbot Borough Council and Carmarthenshire County Council on Habitats Regulations Assessments and to formalise mineral aggregate apportionment arrangements within the region

We have drawn upon expertise from Carmarthenshire County Council to undertake a Landscape Assessment of Swansea

We have worked with all coastal South Wales authorities from Vale of Glamorgan to Pembrokeshire to complete a review of the Shoreline Management Plan

Human Resources and Organisational Development

Corporate Learning & Development is working collaboratively with the Neath & Port Talbot, Carmarthenshire, Pembrokeshire, Powys, Ceredigion & Bridgend Councils within the South West Wales Workforce Development Network on a number of learning and workforce development initiatives in an attempt to save costs and work more efficiently.

The Health, Safety & Well-Being Service has collaborated with 16 Authority's in Wales and the Welsh Government to produce the Welsh Purchasing Consortium Occupational Health Framework. The service is also collaborating with Newport, Caerphilly and Torfaen Council's to produce a set of Stage 1 Health and Safety procurement questions for contractors that will be consistent across Wales and help local businesses to work with Welsh local authorities.

The Pension Section is part of the All Wales Pension Fund Communication Group. All eight pension funds in Wales (including Swansea) are collaborating to produce standard communication material for the Local Government Pension Scheme (LGPS) in particular Annual Benefit Statements thereby sharing expertise and reducing costs.

Social Services

We are collaborating with ABMU Health Board and other local authorities to integrate services to make better use of resources and deliver better outcomes for people, for example, an integrated community equipment service.

We are also collaborating with ABMU and neighbouring Local Authorities to support people with Learning Disabilities, Mental Health needs, Older People and Children by commissioning specialist services more effectively.

We are working collaboratively with all the Welsh Local Authorities as part of the Children's Commissioning Consortium Cymru (the Four 'C's'), to commission places for looked after children with foster carers and in children's homes to improve the matching of children's needs to available support, increase the stability of placements and make cost savings.

Swansea Council is collaborating with the Health Board, Alzheimer's Society, Swansea Carer's Centre, Age Concern Swansea, Swansea Care Homes and Care Commissioning Alliance and Swansea Network 50+ (citizen reference group) to respond and better promote the human rights of people living with dementia in terms of them being treated with dignity and respect and being able to express choice and control in their lives.

Culture & Tourism

The City and County of Swansea is collaborating with the Welsh Chief Officers for Recreation and Leisure (CORL) Group and the WLGA to develop a Results Based Accounting framework for the provision of Leisure, Cultural and Library Services in Wales.

The Council has also established collaboration with Neath, Port Talbot CBC to provide a unified Archive service for the City and County of Swansea and the County Borough of Neath Port Talbot, a joint arrangement which has been in operation since 1996.

Performance & Strategic Projects

We are collaborating with Neath Port Talbot through the operation of the Joint Resilience Unit (JRU), which is responsible for ensuring that the impact of major emergencies affecting our communities is reduced, so increasing the safety of their residents and visitors.

Procurement

The Council is collaborating with fifteen other Welsh Council's through the Welsh Purchasing Consortium in order to maximise value for money and efficiency savings through improved procurement, making the best use of resources, contracts, collaboration, and supplier relationship management.

City – Regions

The Council collaborated on a regional response to the call for evidence. The response made the case for a Swansea Bay City Region to drive economic growth. This collaboration has continued in the joint commissioning of a Regional Economic Regeneration Strategy.

Rail Electrification

The Council collaborated with other organisations to lobby for the inclusion of rail electrification into Swansea station, which will cut journey times to and from London and help draw investment into the City and County.

Where to find additional information

Annual Corporate Improvement Plan 2012/13

Performance & Strategic Projects have prepared this document on behalf of the Council. If you have any questions or comments on the content of this plan, you can contact the Business Performance team in Performance & Strategic Projects by: Email to improvement@swansea.gov.uk Telephone 01792 636852. This summary and the full Corporate Improvement Plan 2012-13 can be found by clicking on the following web link:

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