

‘Delivering Results that Matter’

**Forward Looking Corporate Improvement
Plan 2011-12**

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



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Foreword

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

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

This plan is specifically about service improvement and the Council's commitment to the protection of front line services. It is not all that we are doing,

- the Community Plan sets out our vision to be a distinctive European City by 2012.
- our adopted budget priorities are to protect vulnerable people, to improve direct pupil services and focus on the Street Scene.
- We will provide leadership to promote the economic, physical, social and environmental improvement of South West Wales with Swansea at the heart of the City Region.

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

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

The Council is committed to delivering these improvements in the context of our adopted values of Teamwork, Innovation, Enthusiasm, Caring, Openness and Respect.

All that we do must be citizen focussed.

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?

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

What are the key things that we want to improve?

The Assembly 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.

How did we select our priorities for improvement?

Our priorities for improvement were selected by referring to key plans and strategies, information on how Council services are performing and findings from inspections and other reports. Consideration was also given to national priorities and findings from consultations with the Council's Swansea Voices Citizens Panel. More specific reasons for selecting our priorities are contained in the pages that follow.

How will the Council meet its duty to Improve?

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

1. Making progress towards community objectives.
2. Improving the quality of services.
3. Improving the availability of services.
4. Improving fairness.
5. Contributing to the sustainable development of an area.
6. Improving the efficiency of services and functions.
7. Innovation and change which contributes to improvement.

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

How will the Council deliver its improvement priorities and monitor progress?

The Council's priorities for improvement outlined within this plan will be delivered through service delivery and operational plans; these operational plans contain the detailed actions and milestones to support delivery. The implementation of these plans is monitored through a number of forums including the Council's Strategic Programme and through the Council's Overview and Scrutiny Boards. The key strategies, plans and programmes that deliver each improvement priority 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.*
 - Health, Social Care and Well Being Strategy.
 - Adult Social Services Strategic Delivery Plan.
 - Adult Care Strategic Programme.
2. *Ensure that vulnerable children are safeguarded and supported by maintaining and continuing improvements to Child and Family services.*
 - Child & Family Strategic Delivery Plan.
 - Child & Family Strategic Programme.

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

- Children and Young People Plan.
- Education Business Plan.
- QEd 2020 Strategic Programme.

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

- Waste Management Activity Analysis and Business Plan.
- Waste Management Strategic Programme.

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

- Swansea 2020 – Economic Regeneration Strategy.
- Regeneration and Planning Business Plan.
- Regeneration Programme.

Performance targets helping to measure successful delivery of the improvement priorities are attached in more detail at Appendix 1.

What outcomes or results can citizens expect if our priorities are achieved?

1. Younger adults, older people and carers have more choice and control over how they are supported.
2. Vulnerable children are safeguarded and supported.
3. Pupils with improved learning outcomes in line with their potential.
4. Landfill waste minimised and composting and recycling increased.
5. People provided with work experience and training that will help them gain employment.

How did we consult and engage with citizens and what did we find out?

The Council consults and engages with local residents, customers and other stakeholders within the City & County of Swansea to understand their opinions and views.

The Council consults with the citizens of Swansea when it's deciding what the improvement priorities are. The views of citizens form an important part of the Council process for deciding what it needs to improve and what needs to be done to improve it.

The Council has a citizen's panel called 'Swansea Voices', which is a representative sample of residents of the City & County of Swansea. The Council consulted with Swansea Voices in 2010 to take views on improvement priorities for 2011-12. The results showed that all Improvement priorities were seen as still being right for 2011-12 with greatest support for improving:

- Waste management / recycling and cleanliness;
- schools and education;
- skills and economy;
- children's social care
- Integrated public transport
- Adult social care

The Council used this information to help set Improvement Objectives for 2011-12.

In 2011, Swansea Voices were again consulted on the Council's proposed priorities for 2011-12. Between 86% and 91% of respondents agreed with the five proposed improvement priorities subsequently included within this plan.

The Council also consulted on its proposed priorities with its partners, elected Members, staff, community and voluntary groups and business representatives. The proposed improvement priorities gained broad support. Key individual points arising from the consultation with these groups included:

- Incorporating street scene services within the improvement priorities.
- Broadening the improvement priority around work placements and training in terms of support for the local economy.
- Considering putting systems in place that allows the leadership of Swansea's highest achieving schools to share their experience.
- The potential of the voluntary sector to provide people with work experience if given the appropriate funding.
- The need to put in place after care arrangements for trainees when work placements / training come to an end.
- Setting improvement priorities should not mean the Council loses sight of the equalities agenda.
- When measuring successful service delivery it is important not to lose sight of the results for all members of society.
- The public will need to be more involved in shaping, controlling and delivering services.
- The possibility of introducing a wider variety of learning opportunities with the school curriculum using lay people with experience.
- Schools engaging with boys using subjects they are interested in as a 'hook' to improve their learning.
- Improve recycling opportunities and promote less waste at schools by providing more recycling bins, avoiding food cartons and involving pupils in devising solutions.
- Social Workers making sure that they speak to carers and those that live with people who need care – *'get to know me and the people around me'*.
- Young carers needing particular support as a lack of support can lead to problems with education and other difficulties.
- There should also be a continuing emphasis in schools on improving young people's self-esteem, not just focusing on educational attainment.
- Improving the learning environment is important for children to be able to learn effectively and there should be opportunities for pupils to take part and influence improvements.
- Children and young people would like more opportunities to experience the world of work and find out about career opportunities.

Many of the issues identified during the consultation exercise are already addressed through existing schemes; all responses will be considered by the appropriate services and feedback will be provided to the groups that have been consulted. The suggestion that street scene services is incorporated within the improvement priorities has been dealt with through seeking to reduce fly tipping, which is part of street scene services; minimising waste and increasing composting and recycling effectively is an important part of the strategy to reduce fly tipping, which can blight communities. The improvement priority around training and work placements has been broadened to show how this links to the wider regeneration programme for Swansea.

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 Rhian Foote on 01792 636732 or fax 01792 637206 or e-mail consultation@swansea.gov.uk

You can also get involved through the Council's Overview and 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 priorities for 2012-13, you can contact the Council at any time by: Email to improvement@swansea.gov.uk Telephone 01792 636852.

Adult Social Services

What does our Community Plan say?

Our Community Plan says that we want to improve health, social care and wellbeing in Swansea for everyone

What do we want to improve?

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

How will this help us meet our duty to improve?

- Making progress towards community objectives.
- Improving the quality of services.
- Improving the availability of services.
- Improving Fairness.
- Improving the efficiency of services and functions.
- Innovation and change which contributes to improvement.

What are the key Partnerships that will help us deliver our Improvement Objectives?

- Health Challenge Swansea

Why is this important and what is the current situation?

An ageing population, limited public finance and increased costs and the changing expectations of people who need support will create both different and more demands for adult social care services; people and carers will be given more choice and control over how they are supported.

The approach in Swansea will be based upon:

Changing services - to become more flexible, innovative and focused on meeting individual needs and providing better value.

Changing how we operate - delivering better results for people and their carers who will also be given more assistance and support to become better involved in shaping and directing their own care.

Refocusing on communities - forming strong links with other community organisations. Matching up and directing citizens to local resources and networks.

Where are we performing well in Swansea?

More people supported to live within the community

- There has been a move towards supported living within the community and other approaches away from residential care.
- The Council has improved the percentage of people supported to live within the community.
- Swansea's performance is among the best in Wales and the aim is to maintain this performance.

Delivering and installing aids and equipment in a timely way

- The Council has improved the quick delivery and installation of aids and equipment, which is important to help people live at home and to meet their needs identified in the care plan.

Where do we need to build upon the improvements already being made?

Reducing delays leaving hospital for some other form of care

- The Council has since 2006/07 continually reduced delays experienced by hospital inpatients moving on from hospital to some other form of care.
- There has however been a rise in delays during 2010/11; this reflects pressures affecting both the Council and the Health Board.
- Hospital discharge arrangements will need to be re-evaluated by the Council in conjunction with the Health Board.

More older people helped to live at home rather than in a care setting

- The Council has through effective community support enabled a higher rate of people aged 65 and over to live independently at home.
- Swansea performs well compared to other Welsh local authorities.
- Recent performance suggests this may alter following; changes to the nature of community-based support services; a rise in demand for residential care for this age group.

Completing care plans within a reasonable time

- Putting care plans in place promptly, which addresses clients' requirements is an important element of meeting people's needs.
- The Council has reduced the time taken to complete care plans; Swansea needs to continue to improve when compared to the rest of Wales.

Reviewing care plans when required

- Regular and prompt reviews of care plans are central to meeting people’s needs and wants.
- The Council has improved the percentage of clients that had a care plan reviewed on time; Swansea needs to continue to improve when compared to the rest of Wales.

What is the story that lies behind the performance results?

- People using adult social care services should see a number of changes to the services that they receive.
- Services will continue to be monitored to ensure that they are prompt, responsive and relevant.
- Services will be tailored to meet individual needs as well as the preferences of the wider population.
- Success will be measured by results.
- There will be a greater range of options for care at home, respite care and accommodation with support.
- There will be improved outcomes for people in residential care and an improvement in the balance of care towards community based support.
- The council intends to increase opportunities for citizens’ to direct their own support.

What do we propose to do over the next year to build on the improvements already made?

1. Review delays and co-ordinate effective access with Health partners to a range of local services.
2. Ensure services are prompt, proportionate, tailored to meeting personal needs and focussed on delivering results.
3. Develop agreements with partners to deliver better results for people.
4. Allow service users and carers more choice and control over their care.
5. Develop the Council’s workforce to support change within adult social services.
6. Undertake further developments of the Assistive Technology strategy.

What targets will we set ourselves?

Reference / improvement direction	Description	Target 2009/10	Result 2009/10	Target ¹ 2010/11	Target 2011/12
Delays leaving hospital for some other form of care					
SCA/001 ↓	The rate of delayed transfers of care for social care per 1000 population aged 75 or over	6 to 8	2.97	6	6

¹ The 2010/11 end of year performance results were not available at the time of writing

Reference / improvement direction	Description	Target 2009/10	Result 2009/10	Target ² 2010/11	Target 2011/12
Older people helped to live at home rather than in a care setting					
SCA/002a ↑	The rate of older people (aged 65 or over) helped to live at home per 1000 population aged 65 or over	9.8	94.60	98	98
People supported to live within the community					
SCA/003a ↑	The percentage of clients who are supported in the community during the year in the age groups 18-64	92% to 95%	96.42%	96.5%	96.6%
SCA/003b ↑	The percentage of clients who are supported in the community during the year aged 65+	79% to 82%	83.67%	84%	84%
Completing care plans within a reasonable time					
SCA/005a ↓	The average number of working days between the initial enquiry and completion of the care plan, including specialist assessments	N/a	47	N/a	To be agreed
Reviewing care plans when required					
SCA/007 ↑	The percentage of clients with a care plan at 31 st March whose care plans should have been reviewed that were reviewed during the year	70%	70.7%	75%	77%
Delivering and installing aids and equipment in a timely way					
SCA/015 ↓	The average number of working days taken from the completion of the care plan to provision and / or installation of aids / equipment	5.00	5	Not reported in 2010/11	5

² The 2010/11 end of year performance results were not available at the time of writing

Children's Social Services

What does our Community Plan say?

Our Community Plan says that we want to make a better Swansea for all children and young people

What do we want to improve?

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

How will this help us meet our duty to improve?

- Making progress towards community objectives.
- Improving the quality of services.
- Improving the availability of services.
- Improving Fairness.
- Improving the efficiency of services and functions.
- Innovation and change which contributes to improvement.

What are the key partnerships that will help us deliver our Improvement Objectives?

- Children & Young people Partnership
- Swansea Safeguarding Children's Board

Why is this important and what is the current situation?

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 remain and Swansea needs to sustain the improvements already made and continue to improve.

Where are we performing well in Swansea?

Carrying out assessments within time

- Swift initial and then in-depth assessments of each child referred to social services is essential in order to fully understand a child's needs and to respond appropriately.
- The Council has continued to complete initial and in-depth assessments within time; the Council aims to continue improvements.

First placements for looked after children with a care plan in place

- In its broadest sense, a placement can be defined as where a child is living.
- Looked after children should have a care plan in place at the start of their placement. The plan sets out in writing the arrangements for the placement and for promoting the welfare of the child.
- 100% of placements for looked after children in Swansea began with a care plan in place in 2009/10, which is among the best in Wales; the Council aims to maintain performance.

Minimising the number of placements experienced by looked after children

- The Council should work to provide stable arrangements for children looked after and reduce the number of placements experienced by any child during the year.
- The Council has improved its performance providing stable placements and it performs well in relation to other local authorities in Wales.

Where do we need to build upon the improvements already being made?

Reducing the amount of referrals to children social care services that are re-referrals

- A referral is a request for the Council to provide children's social care services.
- If a case is referred that has been previously closed or a decision originally made not to proceed to an initial assessment then it is called a 're-referral'.
- The Council aims to reduce the percentage of re-referrals through better assessments and intervention.
- The percentage of re-referrals increased between 2008/09 and 2009/10 following the publication of Lord Laming's report into the death Baby 'Peter' in Haringey.
- A huge amount of work has since gone into reducing the number of re-referrals, which is showing signs of improving.

Looked after children with a plan for permanence in place

- Looked after children should have a plan in place setting out arrangements to achieve stability and emotional, physical and formal security.
- The percentage of looked after children with such a 'plan for permanence' in place declined in Swansea between 2008/09 and 2009/10.
- Swansea needs to continue to improve its performance compared to the rest of Wales.

- A lot of work has been undertaken during 2010/11 to address this, including work to improve the quality of care planning.

Statutory reviews of care plans for looked after children and children on the Child Protection Register

- Each case of looked after children and children on the Child Protection Register must be promptly reviewed at set periodic intervals to effectively safeguard children and to promote their welfare.
- The percentage of reviews undertaken promptly by the Council declined in between 2008/09 and 2009/10; recent results however show that performance has improved.

What is the story that lies behind the performance results?

- The Council has persevered to address the shortcomings identified in Child & Family Services through CSSIW inspections.
- The monitoring visit last September 2010 by CSSIW found that the Council had worked hard with partner agencies to improve services.
- There are improved control and accountability arrangements in place supported by better performance information and cross party political support.
- The Council had made progress tackling what was potentially an unsustainable rise in the numbers of children looked after by the Council.
- The Council has restructured its management and delivery arrangements, recruited more social workers to improve capacity and put in place actions to reduce overspending on Child & Family Services.

Working with partners to ensure vulnerable children and young people receive support earlier

- The Council has worked with others to develop a joint approach to identify vulnerable children and young people earlier and to ensure that they have the necessary support.
- Child and Family Services improved the support offered to its partners to help reduce referrals and re-referrals.
- In 2011/2012 Child and Family Services will continue to work closely with partners to enhance and develop these arrangements.

Providing effective services that improve results for vulnerable children

- In 2010/2011 family support services provided by Child and Family Services have refocused on supporting families where there is a high risk of breakdown; there will be a continued focus on supporting families in 2011/12.
- Child and Family Services will continue to ensure that there is effective joint working between family support services provided by Child and Family Services and those provided by partners; this should contribute to reducing the number of referrals and re-referrals.
- In 2011/2012 there will be a focus on improving the speed and quality of practice in relation to referrals, initial and in-depth assessments and activity to support children in need of protection and looked after children.

Providing effective services to improve results for children in need of protection

- The findings from recent Serious Case Reviews in 2010/11 have highlighted that partners need to work together better to deal with neglect and to safeguard young people that place themselves at risk through their behaviour.
- In 2011/12 Child and Family Services will be working with partners in Swansea Safeguarding Children Board to implement new arrangements for these types of cases.

Providing effective services to improve results for looked after children

- In 2010/2011 Child and Family Services introduced with partners a panel that considers if a placement is necessary and then ensures that any placement outside of the child or young person's family is the best way to meet their needs.
- These arrangements will look to improve the speed and quality of care planning and help reduce the number of placements any vulnerable child or young person experiences during the year.

Workforce, Quality and innovation

- In recent years Child and Family Services has experienced difficulty in recruiting qualified staff.
- This resulted in a dependence on locum and agency staff, which impacted on quality and continuity of work with children and young people and incurred significant costs.
- Child and Family Services are fully staffed for the first time in over three years as a result of the work undertaken on recruitment.
- It is essential that this position is sustained in 2011/12 where there will also be a focus on developing and supporting staff.
- Arrangements will be put in place during 2011/12 to improve financial control.
- The Service Quality Unit established during 2010/11 will be responsible for maintaining quality services.
- Work will be undertaken in 2011/12 to include the views of users, carers, staff and partners in service development and delivery.

What do we propose to do over the next year to build on the improvements already made?

Working with partners to ensure vulnerable children and young people receive support earlier

- Work closely with partners to identify vulnerable children and young people early so that they are able to access the necessary support and to help reduce referrals and re-referrals to Child & Family Services.
- Work with key partners and others to prevent, intervene early and refer quickly where children and young people require assistance.

Providing effective services that improve results for vulnerable children

- Target services onto children who need them most and to help provide support to reduce referrals and re-referrals to Child & Family Services.
- Continue to work towards improving the timeliness and quality of practice.

Providing effective services to improve results for looked after children

- Improve arrangements for children and young people in external placements and recruit more carers.

- Return three children and young people from external placements
- Improve the speed and quality of care planning.
- Minimise the number of placements and achieve stability and permanency for looked after children as soon as possible.

Providing effective services to improve results for children in need of protection

- Continue to lead the development of the Swansea Safeguarding Board to co-ordinate arrangements for safeguarding children.
- Support the development and implementation of partnership working in relation to neglect and to support young people who place themselves at risk.

Workforce, Quality and innovation

- Produce better information on service quality.
- Ensure that all staff are appraised, receive regular good quality supervision and are provided with appropriate professional training.
- Undertake work to include the views of users, carers, staff and partners agencies in service development and delivery.
- Improve financial control and systems to improve financial and performance information.

What targets will we set ourselves?

Reference / improvement direction	Description	Target 2009/10	Result 2009/10	Target 2010/11 ³	Target 2011/12
Reducing the amount of referrals to Child & Family Services that are re-referrals					
SCC/010 ↓	The percentage of referrals that are re-referrals within 12 months	<30%	40.8%	N/a	<30%
Carrying out assessments within time					
SCC/042a ↑	The percentage of initial assessments completed within 7 working days	70%	72.3%	80%	85%
SCC/043a ↑	The percentage of core assessments completed within 35 working days	50%	56.8%	57%	60%
First placements for looked after children with a care plan in place					
SCC/001a ↑	The percentage of first placements of looked after children during the year that began with a care plan in place	80%	100%	100%	100%

³ The 2010/11 end of year performance results were not available at the time of writing

Reference / improvement direction	Description	Target 2009/10	Result 2009/10	Target 2010/11 ⁴	Target 2011/12
Looked after children with a plan for permanence in place					
SCC/001b ↑	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	90%	72.4%	80%	85%
Minimising the number of placements experienced by looked after children					
SCC/004 ↓	The percentage of children looked after on 31 March who had three or more placements during the year	15%	8.9%	Not reported in 2010/11	15%
Statutory reviews of care plans for looked after children and children on the child protection register					
SCC/021 ↑	The percentage of looked after children reviews carried out within statutory timescales during the year	80%	75.7%	80%	85%
SCC/034 ↑	The percentage of child protection reviews carried out within timescales during the year	99%	93.7%	95%	98%

⁴ The 2010/11 end of year performance results were not available at the time of writing

Education

What does our Community Plan say?

Our Community Plan says that we want to ensure excellent education opportunities for everyone in Swansea

What do we want to improve?

Improve learning outcomes and assist pupils to achieve their potential

How will this help us meet our duty to improve?

- Making progress towards community objectives.
- Improving the quality of services.
- Improving the availability of services.
- Improving Fairness.
- Improving the efficiency of services and functions.
- Innovation and change which contributes to improvement.

What are the key Partnerships that will help us deliver our Improvement Objectives?

- Children & Young People Partnership
- Swansea Learning Partnership

Why is this important and what is the current situation?

Swansea has generally made good progress over the last 6 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 have some of the highest performing schools in Wales but also, unfortunately, some of the lowest. Swansea needs to improve its national performance at ages 7, 11 and 14 and continue to address social or familial factors, such as poverty, that are impacting on learning outcomes.

Where do we need to build upon the improvements already being made?

Educational achievement

- Pupils' performance in a wide range of qualifications improved in Swansea between 2007/08 and 2009/10.
- Pupils assessed at the end of Key Stage 2 (ages 7 to 11) in the core National Curriculum subjects have continued to improve in Swansea since 2007/08 with a sharper improvement between 2009/10 and 2010/11.
- Educational attainment is linked to poverty, unemployment and social exclusion; Swansea needs to continue to improve its performance in relation to other local authorities in Wales.

Pupils leaving education without a formal qualification

- Education for 14-19 year olds now offers a greater variation in what is taught with the aim of reducing the number of pupils leaving education without a recognised qualification.
- The percentage of all pupils leaving compulsory education, training or work based learning without an approved external qualification in Swansea has improved between 2008/09 and 2009/10.
- Swansea needs to continue to improve its performance in relation to other local authorities in Wales.

Young People Not in Education, Employment or Training (NEET) at 16

- There are factors such as poverty and social exclusion that can lead to young people being more at risk of being Not in Education, Employment or Training (NEET).
- Swansea has continually improved and reduced the numbers of young people classed as NEET at 16 years of age.
- The Council will continue to work to reduce this figure; recent figures suggest further improvements have been made.

School attendance

- The focus on school attendance is important as young people are unlikely to attain their full potential and are more likely to be diverted into anti-social behaviour or be at risk of being NEET if they are not attending school regularly.
- Pupil attendance in **primary and secondary schools** in Swansea declined slightly between 2008/09 and 2009/10 compared to improvements that were made between 2006/07 and 2008/09.
- Swansea needs to improve its performance in relation to other local authorities in Wales.

What is the story that lies behind the performance results?

- There is a need to improve the quality of teaching, particularly in literacy and numeracy, address the gap between boys and girls and break, once and for all, the link between poverty and low levels of educational achievement.
- There is a need to improve the wider outcomes for vulnerable children and young people especially the significant minority who have poor attendance and are affected by social or familial factors, such as poverty.
- These factors need to be addressed by focusing on rights and

responsibilities and better prevention and early intervention to collectively address issues and challenges with children, young people and their families without immediate referral to other agencies.

- The wider family will also need to be engaged in understanding their capacity to learn and to support their children's learning.
- This will initially involve targeted schools adopting approaches to address the key challenges.
- The expectation is that all schools will over time, adopt these approaches, or at least demonstrate that their own practice provides a similar approach to support, prevention and early intervention.
- The Council will continue the *Quality in Education (QEd) 2020* programme to help raise standards of achievement and improve the quality of the learning environment.
- The numbers of young people not in education, employment or training has continued to improve in Swansea due to the work of schools, Careers Wales West and through personal support aimed at maintaining vulnerable young people in education, employment or training once they leave school.
- The *Swansea Guarantee*, which is a commitment to ensure young people are offered the right opportunity for education, training or employment when they finish Year 11 at age 16, will also help towards this.

What do we propose to do over the next year to build on the improvements already being made?

- Continue to develop *Flying Start* centres, encourage eligible families to take up services and support children into school.
- Support and enable the development of learning within families.
- Improve pupil attendance at primary and secondary schools.
- Continue to improve overall achievement at Key Stages 2 (ages 7 to 11) and 4 (ages 14 to 16) for children, particularly those from the most deprived areas of Swansea through improved teaching.
- Identify in each school children potentially at risk of becoming a non-attender, performing poorly or being NEET at 16 and address through appropriate actions and initiatives.
- Continue to deliver the *Quality in Education (QEd) 2020* programme to make the best use of available resources in order to help raise standards of achievement and improve the quality of the learning environment.
- Develop a literacy strategy for all children and implement the recommendations for improving literacy of all children and young people made by the Children & Young People and Learning Overview and Scrutiny Board.
- Continue to ensure that pupils with special educational needs and additional learning needs are addressed well to improve outcomes.

What targets will we set ourselves?

Reference / improvement direction	Description	Target 2009/10	Result 2009/10	Target 2010/11 ⁵	Target 2011/12
Educational achievement					
EDU/011 ↑	The average wider points score for pupils aged 15 at the preceding August in schools maintained by the local authority	330	351.2	350	355
EDU/003 ↑	Percentage of pupils assessed at the end of key stage 2 in schools maintained by the local authority achieving the Core Subject Indicators as determined by Teacher Assessment	75.0%	74.4%	76.0%	76.0%
Pupils leaving education without a formal qualification					
EDU/002i ↓	The percentage of all pupils (including those that are looked after) in any local authority maintained school aged 15 as at the preceding August who leave compulsory education, training or work based learning without an approved external qualification	2.1%	1.6%	1.9%	1.6%
Young people not in education, employment or training at 16					
EDCP18c ↓	Percentage of young people (at 16 years) not known to be in Education, Employment or Training (NEET)	9%	6.7%	N/a	6.7%
School Attendance					
EDU/016a ↑	Percentage of pupil attendance in primary schools	92.5%	92.4%	92.6%	92.7%
EDU/016b ↑	Percentage of pupil attendance in secondary schools	90.4%	90.7%	90.6%	90.8%

⁵ The 2010/11 end of year performance results were not available at the time of writing

Waste and Recycling

What does our Community Plan say?

Our Community Plan says that we want to improve Swansea's environment for everyone

What do we want to improve?

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

How will this help us meet our duty to improve?

- Making progress towards community objectives.
- Improving the quality of services.
- Improving the availability of services.
- Exercising functions in ways that contribute to the sustainable development of an area.
- Improving the efficiency of services and functions.
- Innovation and change which contributes to improvement.

What are the key Partnerships that will help us deliver our Improvement Objectives?

- Swansea Environmental Partnership
- Swansea Waste Forum
- Swansea Community Recycling Alliance Partnership

Why is this important and what is the current situation?

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

In 2009-10, the City and County of Swansea recycled/composted 35% of its municipal waste, compared with the Assembly Government's target of 40%. The target for recycling / composting, which the Council is working towards achieving by 2012/13, has been set at 52% by the Welsh Assembly Government with the potential of significant fines being incurred for failure to meet the target.

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.

Where do we need to build upon the improvements already being made?

Reducing landfill

- Reducing the amount and percentage of waste sent to landfill sites is a national priority.
- Swansea has since 2006/07 consistently reduced the percentage of municipal waste sent to landfill.
- Swansea needs to continue to improve to meet Welsh Assembly Government targets.

Reusing, recycling or composting municipal waste

- Waste reduction, recycling, re-uses and composting are key national priorities.
- The percentage of waste reused or recycled or composted in Swansea has steadily increased since 2006/07.
- Swansea needs to continue to improve to meet Welsh Assembly Government targets.

Dealing with fly tipping

- Flytipping 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.
- The percentage of fly tipping incidents cleared within five working days in Swansea improved between 2008/09 and 2009/10.

What is the story that lies behind the performance results?

- The Council's Citizen's Panel 'Swansea Voices' were asked in 2010/11 how successful or unsuccessful the Council had been in delivering its priorities in 2009/10.
- A big majority of panellists (over 80%) thought that the Council had successfully delivered waste management services during 2009/10.
- A further Swansea Voices survey was undertaken in 2010/11; this included questions on recycling habits and satisfaction with facilities/services. The results showed that the majority of respondents were participating in recycling and were 'very satisfied' with the service and agreed that it was easy to recycle in Swansea.
- The Council has undertaken many initiatives during 2009/10 and 2010/11 to minimise waste and increase recycling and composting. They have included:
 - targeted door knocking exercises;
 - The expansion of garden and kitchen waste collections;

- offering home composting to areas that could not be serviced due to access problems;
 - introducing kerbside collections for clean mixed plastic.
 - increasing awareness of and participation in waste minimisation and recycling amongst Council staff;
 - work undertaken with local schools;
 - efforts to attract more businesses to sign contracts with the Council for the collection of waste and recycling from commercial enterprises;
 - helping residents in flats to recycle more;
 - promotional and media campaigns aimed at increasing recycling;
 - working with others to promote recycling, including the SCRAP partnership (Swansea Community Recycling Alliance Partnership) and the Swansea Waste Forum;
 - sorting through approximately 600 tonnes of bulky waste collected from people's homes during the year to help reduce landfill;
 - setting up an on-line swap shop, which enables the public to advertise, browse, swap or acquire otherwise unwanted items.
- Fly tipping is an issue that can blight local communities. The Council has worked hard to improve performance in this area by:
 - Using covert surveillance in areas known as fly tipping 'hot spots';
 - blocking access to areas known to be used by fly tippers with stone boulders;
 - taking enforcement action where people persistently disregard kerbside collection arrangements;
 - undertaking education and engagement activities, including an advice day at local building suppliers;
 - working with the Police to stop vehicles carrying waste in order to ascertain that the correct procedures are being followed.

What do we propose to do over the next year to build on the improvements already being made?

- Continue the introduction of alternate weekly refuse collections.
- Continue the Introduction of food waste collection to flats.
- Review the role and objectives of the Swansea Waste Forum as a means for information exchange, education and awareness raising.
- Further develop partnership working with voluntary groups (including SCRAP), and others to promote better waste management and recycling.
- Establish a procedure to encourage SCRAP members who are Registered Charities to use the reuse/recycling credits scheme ⁶.
- Continue to undertake initiatives with the public and businesses to raise participation/capture rates of recyclable/compostable materials, including more intensive campaigns in areas of Swansea where recycling is low.
- Review and consider the recommendations made by the Council's Environment and Communities Overview and Scrutiny Board review of waste minimisation, recycling and composting services.

⁶ The reuse/recycling scheme is an agreement between the local authority and registered charities, who are also members of the SCRAP partnership, to give a credit in the form of a payment where certain types of waste including furniture and textiles are collected by the charity for the purpose of reuse/recycling and proved to be reprocessed.

- Develop a Waste Management Business Plan / Strategy for the next 5 years.
- Continue the Council's proactive approach to dealing with fly tipping both to deter it and to enforce against it.
- Continue to undertake work with local schools giving talks to children on the importance of recycling and not dropping litter.

What targets will we set ourselves?

Reference / improvement direction	Description	Target 2009/10	Result 2009/10	Target 2010/11 ⁷	Target 2011/12
Reducing landfill					
WMT/004 ↓	The percentage of municipal waste collected by local authorities sent to landfill	66.0%	64.93%	64%	62.30%
Reusing, recycling or composting municipal waste					
WMT/009 ↑	The percentage of municipal waste collected by local authorities and prepared for reuse and / or recycled, including source segregated biowastes that are composted or treated biologically in another way	New	New	New	New PI
Dealing with fly tipping					
STS/006 ↑	The percentage of reported fly tipping incidents cleared within 5 working days	85%	96.39%	90%	90%

⁷ The 2010/11 end of year performance results were not available at the time of writing

Regeneration, Training and Work Placements

What does our Community Plan say?

Our Community Plan says that we want to make Swansea more prosperous for everyone

What do we want to improve?

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

How will this help us meet our duty to improve?

- Making progress towards authority's strategic objectives.
- Improving the quality of services.
- Improving the availability of services.
- Improving Fairness.
- Exercising functions in ways that contribute to the sustainable development of an area.
- Innovation and change which contributes to improvement.

What are the key Partnerships that will help us deliver our Improvement Objectives?

- Swansea Economic Regeneration Partnership
- Local Service Board
- Other local authorities
- Small and Medium Enterprises

Why is this important and what is the current situation?

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 UK⁸.

Swansea has a number of communities experiencing claimant unemployment rates significantly above the Swansea average.

⁸ Source: Annual Population Survey (APS) data for the 12 month period ending June 2010, ONS.

Swansea has three times the number of claimants of incapacity benefits and the new Employment and Support that it does of Job Seeker Allowance claimants, figures higher than those for Wales and GB⁹; again, there are localised concentrations of claimants within Swansea.

The Swansea economy has a higher proportion of jobs located within the public sector; 31.4% working within the public sector compared to 27.1% in Wales¹⁰.

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 workforce¹¹.

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

The City & County of Swansea is participating in two major schemes to help achieve this: *Workways* and *Beyond Bricks and Mortar*.

Workways

- The *Workways* project involves Swansea working with three other local authorities within the region to engage with the economically inactive and long term unemployed and to help support them back into employment.
- *Workways* will provide tailored support to those taking part, assessing their needs and putting them in touch with appropriate employers.
- For some of those taking part it aims to provide temporary job opportunities, individual mentor support and mutual benefit for employers.

Beyond Bricks and Mortar and the regeneration programme

- The *Beyond Bricks & Mortar* (BB&M) scheme is a project that aims to help create opportunities for employment and training for the economically inactive and long term unemployed;
- The project also helps local businesses become part of the regeneration programme through the use of clauses in contracts that will provide social benefits in the form of opportunities for the long term unemployed and economically inactive.
- The scheme will also help prepare employers and developers for their role in providing training and employment on any given project.
- Swansea's regeneration programme comprises schemes that are designed to improve Swansea's infrastructure to help promote economic regeneration.
- The Council and the Welsh Assembly Government have a shared aspiration to deliver improvements in line with key strategies.
- The main priorities for investment are the City Centre, Waterfront and Strategic Employment locations. By utilising BB&M within contracts and planning

⁹ Source: www.DWP/Nomis

¹⁰ Source: *Business Register and Employment Survey (BRES) employment analysis, 2009. ONS.*

¹¹ Source: *Centre for Cities (2009) Public Sector Cities: Trouble Ahead, Centre for Cities: London*

agreements we will ensure that physical regeneration works provide opportunities for training, employment and for Small and Medium Enterprises (SMEs).

Where do we need to build upon the improvements already being made?

Increasing the number of temporary jobs through Workways

- *Workways* aims to increase the number of temporary jobs offered from 220 jobs in 2010/11, to 350 in 2011/12 and 480 by 2012/13.

Increasing the number of people moving into a temporary job through Workways

- The Council will initially guarantee interviews to those taking part and then expand this offer through other partners.
- The guaranteed interview will be suited and tailored to the individual participant.
- The maximum timescale for a 'temporary job' is 26 weeks and where appropriate the Council would encourage employers to offer as many additional weeks as possible.

What difference did Workways make to employment prospects for participants?

- Temporary job opportunities for the economically inactive and long term unemployed aims to help ease people back into the job market and workplace, re-establishing patterns of behaviour and mind-sets conducive to gaining and retaining employment.
- The aim is for at least 70% of participants exiting the scheme to state that it made a positive difference to their employment prospects.
- The Council is aiming that 35% of people leaving the Workways scheme will subsequently gain employment.

Increasing the number of signatories to the Beyond Bricks & Mortar Initiative

- An increase in the number of Small Medium Enterprises (SMEs) signed up to the Beyond Bricks & Mortar Charter will increase awareness of social inclusion and the role that small business can play in tackling it.
- The scheme is aiming for a year on year increase in the number of signatories until 2012/13.

Increasing the use of social benefit clauses and BB&M in contracts for physical regeneration.

- Promoting the use of social benefit clauses within contracts aims to broaden training and employment opportunities for the economically inactive and long term unemployed.
- The City & County of Swansea is gathering information in order to set future improvement targets.

Increasing the percentage of appropriate City & County of Swansea Council contracts that contain social benefit clauses.

- Inclusion of social benefit clauses in suitable regeneration contracts is now Council policy and mechanisms exist to identify suitable projects.
- The Council will survey BB&M participants in 2011/12 to determine whether or not they feel that they benefited personally from their work / training placements.

What is the story that lies behind the performance results?

Workways

- The work undertaken during 2010/11 has been largely aimed at setting up and establishing the *Workways* scheme.
- The Council recruited staff and put in place the necessary systems to take forward and manage the scheme locally.
- A strategy was put in place to engage with suitable participants.
- Arrangements were established to ensure that the project is progressing and developing according to timescales and plans.
- Staff based in separate offices allocated to specific areas within the City and County of Swansea have adopted a 'buddy system' to help ensure services and opportunities are spread geographically and that intelligence is shared.
- Work has been undertaken to match clients to job opportunities with local organisations.
- Agreement has been sought within the Council and with other public sector organisations to offer guaranteed interviews for participants who meet minimum requirements for any vacancies that they may have.
- Local employers and businesses have been engaged to broaden their understanding of scheme and to explain the value of their involvement to them.

Beyond Bricks and Mortar and the regeneration programme

- Like *Workways*, the initial work on BB&M has been on getting partners to agree and sign up to the scheme and being in a position to start putting their schemes forward.
- Information is being gathered on the scope and nature of the projects coming forward and estimating what the opportunities will be; these are unlikely to be set until 2011/12.
- The results will be mainly about giving people employment training and experience.
- The regeneration programme is being delivered in partnership using a range of funding sources.
- Many projects are already underway whilst others are under development or at feasibility stage.
- The programme will result in tens of millions of pounds of investment in key infrastructure over the next three years. Typical works will include improvements to the public realm, buildings, property developments and strategic infrastructure projects.

What do we propose to do over the next year to build on the improvements already made?

Workways

- Engage and prepare individuals for opportunities most appropriate to their circumstances and aspirations through a bespoke action plan.
- Engage and support employers by linking participants to the needs of local firms and organisations, establishing a mutually beneficial relationship where an organisation provides a training and/or employment opportunity in return for added resources on a short term basis.
- Provide temporary job opportunities for the economically inactive and long term unemployed to help ease people back into the job market and workplace, re-

establishing patterns of behaviour and mind-sets conducive to gaining and retaining employment.

- Engage with economically inactive and long term unemployed individuals with the aim of over 1,000 of these beneficiaries entering employment by the end of 2012.

Beyond Bricks & Mortar and the regeneration programme

- Further increase the number of signatories to the Beyond Bricks & Mortar Initiative.
- Promote the use of clauses in public sector contracts that will bring social benefits.
- Encourage developers and employers to provide local training and employment.
- Provide support to Small Medium Enterprises (SME's) to complete their obligations within any social benefit clauses.
- Provide support to SMEs to maximise opportunities from regeneration works contracts.
- Engage with at least four Building Enhancement Programme (BEP) grant recipients to assess training and any employment opportunities for people who are currently out of work within the business' own operations and future development plans as a condition of the financial support that they receive.
- Engage with partners and others to find trainees suitable for involvement in any given project.

What targets will we set ourselves?

Reference / improvement direction	Description	Target 2009/10	Result 2009/10	Target 2010/11	Target 2011/12
Increasing the number of temporary jobs through Workways					
New ↑	The number of temporary job opportunities created through Workways	N/a	N/a	N/a	350
Increasing the number of people moving into a temporary job through Workways					
New ↑	The number of individuals who move into a temporary job as a result of Workways	N/a	N/a	N/a	350
Measuring what difference did Workways make to employment prospects for participants					
New ↑	The percentage of individuals exiting Workways who said that it had made a positive difference	N/a	N/a	N/a	70%
People leaving the Workways scheme that subsequently gain employment					
New ↑	Percentage of people leaving the Workways scheme that gain employment	N/a	N/a	N/a	35%

Increasing the number of signatories to the Beyond Bricks and Mortar initiative					
New ↑	Year on year increase in number of signatories to the Beyond Bricks and Mortar initiative	N/a	N/a	N/a	20%
Increasing the use of social benefit clauses and Beyond Bricks and Mortar in contracts for physical regeneration					
New ↑	Percentage increase in projects with social benefit clauses and Beyond Bricks and Mortar in their contracts	N/a	N/a	N/a	To be agreed
Increasing the percentage of appropriate Council contracts that contain social benefit clauses					
New ↑	Increase in the percentage of appropriate Council contracts that contain social benefit clauses	N/a	N/a	N/a	60%

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

In recent years, the City & County of Swansea has restructured the Planning service. The service has embarked on a programme of improvement. Good progress has been made.

A recommendation from previous reviews had been to improve decision making by rationalising the committee arrangements from two area committees (in which all 72 members participate) to a single elite decision making body of a smaller number of highly trained members focusing on major and controversial planning applications.

In April 2010 the Council increased the number of Area Planning Committees from two to four – initially on a six-month trial basis. This formed part of a wider package of measures to change committee structures across the Council. All Councillors continued to be involved in planning through these new area committees.

The Wales Audit Office (WAO) undertook a review of the Council's arrangements for its planning committees in November 2010. The review concluded that the Council's decision to increase the number of planning committees did not represent an efficient and proper use of resources. The WAO recommendations can be summarised as follows:

1. Monitor the usefulness and cost effectiveness of the new committee arrangements.
2. Establish a clear direction for the day-to-day delivery and longer term improvement of the planning service.
3. Develop more constructive working relationships between Councillors and officers.
4. Improve the cost effectiveness of the service.
5. Improve governance.

Consideration of the WAO recommendations was given by the Council.

Council resolved that:

- a) The 4 Area Planning Committees be replaced with 2 Area Development Control Committees;
- b) The Planning and Petitions Committee be Chaired on a rota basis thereby reducing the need for a Special Responsibility Allowance for the Chair of the Planning and Petitions Committee which therefore will no longer be paid;
- c) The 2 new Area Development Control Committees to meet on a 4 weekly cycle on a Tuesday afternoon;
- d) The Planning Services Members Task Group be charged with reviewing the Wales Audit Office report in accordance with its work programme; Speaking Rights at planning committee meetings continue pending a full review;

2) The Wales Audit Office is informed of the interim response by the Council to its report.

3) The suggestions relating to site visits are referred back to the Constitution Working Group in order to obtain further clarity.

Where to find additional information

Annual Corporate Improvement Plan 2010/11

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

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

Community Strategy 2010-14

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

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

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

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

Local Service Board

Website: www.swansea.gov.uk/LSB

Children & Young People Plan 2011/14

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

Health, Social Care & Well-Being Strategy 2008/11

<http://www.healthchallengeswansea.org.uk/index.cfm?articleid=40986>

Swansea 2020 – Economic Regeneration Strategy

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

Recycling and Rubbish

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

Social Care services

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

Education services

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

Local Development Plan

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

Equality & Diversity

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

Welsh Language Scheme

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

Sustainable Development

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

Auditor General Wales Annual Improvement Report 2011

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

Estyn Inspection Reports

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

Care and Social Services Inspectorate Wales (CSSIW) Inspection Reports

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

Scrutiny Board Reports

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