

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

SCRUTINY PROGRAMME COMMITTEE

At: Committee Room 1, Civic Centre, Swansea

On: Monday, 4 August 2014

Time: 4.30 pm

AGENDA

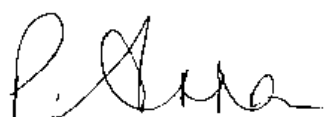
| | Page No. |
|--|-----------|
| 1 Apologies for Absence. | |
| 2 Disclosures of Personal & Prejudicial Interest. | 1 - 2 |
| 3 Prohibition of Whipped Votes and Declaration of Party Whips. | |
| 4 Minutes: To approve and sign as a correct record the Minutes of the Scrutiny Programme Committee held on 7 July, 2014. | 3 - 10 |
| 5 Cabinet Member Question Session - Wellbeing Portfolio. (<i>Councillor Mark Child attending</i>) | 11 - 21 |
| 6 Scrutiny Performance Panel Progress Report - Wellbeing Portfolio. (<i>Convener: Councillor Paxton Hood – Williams</i>) | 22 - 27 |
| 7 Children and Young People's Rights Scheme. (<i>Chris Sivers, Director of People, attending</i>) | 28 - 45 |
| 8 Final Scrutiny Inquiry Report: Inward Investment (<i>Convener: Councillor Jeff Jones</i>) | 46 - 66 |
| 9 Scrutiny Annual Report 2013 - 14. | 67 - 81 |
| 10 Scrutiny Work Programme 2014 - 15 | 82 - 109 |
| a) Committee Work Plan | |
| b) Progress of Panels/Working Groups | |
| c) Draft Inquiry Panel Brief – Corporate Culture | |
| d) Public Request for Scrutiny | |
| e) Forward Look (Cabinet Business) | |
| 11 Membership of Scrutiny Panels and Working Groups. | 110 - 111 |

- 12 Scrutiny Letters:** **112 - 139**
- a) Letter to/from Cabinet Member for Anti Poverty (Committee Meeting – 14 April 2014)
 - b) Letter to/ from Cabinet Member for Wellbeing (Wellbeing Performance Panel Meeting – 2 June 2014)
 - c) Letter to/from Cabinet Member for Place (Committee Meeting – 9 June 2014)
 - d) Letter to/from Cabinet Member for Finance & Resources (Service Improvement & Finance Performance Panel – 11 June)
 - e) Letter to Cabinet Member for Learning & Skills (Schools Performance Panel Meeting – 3 July 2014)

13 Scrutiny Dispatches - August 2014. **140 - 143**

14 Date and Time of Future Meetings for 2014/15 Municipal Year (all at 4.30pm except where noted):

| | | |
|-------------------|------------------|------------------|
| 1 September 2014 | 24 November 2014 | 16 February 2015 |
| 29 September 2014 | 22 December 2014 | 16 March 2015 |
| 27 October 2014 | 19 January 2015 | 13 April 2015 |



Patrick Arran
Head of Legal, Democratic Services & Procurement
Tues 29 July 2014
Contact: Democratic Services – Tel (01792 637292)

Disclosures of Interest

To receive Disclosures of Interest from Councillors and Officers

Councillors

Councillors Interests are made in accordance with the provisions of the Code of Conduct adopted by the City and County of Swansea. You must disclose orally to the meeting the existence and nature of that interest.

NOTE: You are requested to identify the Agenda Item / Minute No. / Planning Application No. and Subject Matter to which that interest relates and to enter all declared interests on the sheet provided for that purpose at the meeting.

1. If you have a **Personal Interest** as set out in **Paragraph 10** of the Code, you **MAY STAY, SPEAK AND VOTE** unless it is also a Prejudicial Interest.
2. If you have a Personal Interest which is also a **Prejudicial Interest** as set out in **Paragraph 12** of the Code, then subject to point 3 below, you **MUST WITHDRAW** from the meeting (unless you have obtained a dispensation from the Authority's Standards Committee)
3. Where you have a Prejudicial Interest you may attend the meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, **provided** that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise. In such a case, you **must withdraw from the meeting immediately after the period for making representations, answering questions, or giving evidence relating to the business has ended**, and in any event before further consideration of the business begins, whether or not the public are allowed to remain in attendance for such consideration (**Paragraph 14** of the Code).
4. Where you have agreement from the Monitoring Officer that the information relating to your Personal Interest is **sensitive information**, as set out in **Paragraph 16** of the Code of Conduct, your obligation to disclose such information is replaced with an obligation to disclose the existence of a personal interest and to confirm that the Monitoring Officer has agreed that the nature of such personal interest is sensitive information.
5. If you are relying on a **grant of a dispensation** by the Standards Committee, you must, before the matter is under consideration:
 - i) Disclose orally both the interest concerned and the existence of the dispensation; and
 - ii) Before or immediately after the close of the meeting give written notification to the Authority containing:

- a) Details of the prejudicial interest;
- b) Details of the business to which the prejudicial interest relates;
- c) Details of, and the date on which, the dispensation was granted; and
- d) Your signature

Officers

Financial Interests

1. If an Officer has a financial interest in any matter which arises for decision at any meeting to which the Officer is reporting or at which the Officer is in attendance involving any member of the Council and /or any third party the Officer shall declare an interest in that matter and take no part in the consideration or determination of the matter and shall withdraw from the meeting while that matter is considered. Any such declaration made in a meeting of a constitutional body shall be recorded in the minutes of that meeting. No Officer shall make a report to a meeting for a decision to be made on any matter in which s/he has a financial interest.
2. A "financial interest" is defined as any interest affecting the financial position of the Officer, either to his/her benefit or to his/her detriment. It also includes an interest on the same basis for any member of the Officers family or a close friend and any company firm or business from which an Officer or a member of his/her family receives any remuneration. There is no financial interest for an Officer where a decision on a report affects all of the Officers of the Council or all of the officers in a Department or Service.

CITY AND COUNTY OF SWANSEA

MINUTES OF THE SCRUTINY PROGRAMME COMMITTEE

HELD AT COMMITTEE ROOM 1, CIVIC CENTRE, SWANSEA ON MONDAY
7 JULY 2014 AT 4.30 P.M.

PRESENT: Councillor A M Day (Chair) presided

Councillor(s):

A M Cook
D W Cole
A C S Colburn
J P Curtice
N J Davies

Councillor(s):

V N Evans
E W Fitzgerald
J E C Harris
T J Hennigan

Councillor(s):

J W Jones
P M Meara
R V Smith
M Thomas

Co-opted Members:

D Anderson-Thomas
S Joiner

Officers:

N Havard - Directorate Lawyer
D McKenna - Overview and Scrutiny Manager
B Madahar - Overview and Scrutiny Co-ordinator
J Parkhouse - Democratic Services Officer

19. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors P Downing and A J Jones.

20. **DISCLOSURES OF PERSONAL AND PREJUDICIAL INTERESTS**

In accordance with the Code of Conduct adopted by the City and County of Swansea, the following interests were declared:

Councillor E W Fitzgerald - Minute No. 27 - Scrutiny Letters - Trustee of the Penllergaer Trust - personal.

Councillor J E C Harris - Minute No. 23 - Cabinet Member Question Session - Governor of Pontarddulais School - personal.

21. **PROHIBITION OF WHIPPED VOTES AND DECLARATION OF PARTY WHIPS**

In accordance with the Local Government (Wales) Measure 2011, no declarations of whipped votes or party whips were declared.

22. **MINUTES**

RESOLVED that the Minutes of the Scrutiny Programme Committee held on 9 June 2014 be agreed as a correct record.

The Committee were updated on the following:

Scrutiny Letters

Letter to the Cabinet Member for Place following discussion on 9 June was sent on 1 July 2014.

Scrutiny Annual Report

The Scrutiny Annual report is scheduled to be presented to Council on 9 September

Wellbeing Performance Panel

The Chair will be meeting with Cllr Hood-Williams to discuss issues relating to the operation of the Wellbeing Panel and consider a way forward

WAO Report – Good Scrutiny? Good Question!

A date is being arranged for WAO to attend the committee to discuss the recent audit report and implications for scrutiny practice in Swansea.

23. **CABINET MEMBER QUESTION SESSION - CABINET MEMBER FOR OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE**

The Committee took the opportunity to question Councillor Mitch Theaker on his work, having responsibility and accountability as Cabinet Member for Opportunities for Children and Young People.

The Cabinet Member provided an update to the portfolio work he had undertaken, providing details on UNCRC, Youth Offending Service, Fair Credit, Youth Support Services, Stone Wall Cymru and the Play Service. He also highlighted a number of areas of work undertaken.

Minutes of the Scrutiny Programme Committee (07.07.2014) Cont'd

The Committee asked questions in relation to the portfolio objectives and developments, focussing on key activities, achievements and impact.

In response to Members' and public questions the Cabinet Member for Opportunities for Children and Young People confirmed that:

- Playgrounds are assessed on a red, amber, green basis with regards to standards. Red meaning it needed attention, amber they were nearly not fit for purpose and green they were fit for purpose. The Labour Group had committed £300,000 across the Authority in its 100 days policy using the red, amber and green system.
- Every year play sufficiency is assessed throughout the Authority by Swansea University and this outlines what provision is required by the Council. The sufficiency test undertaken by Swansea University is publicly available. Swansea University undertake a mapping process where it is clear where play facilities exist/do not exist within the Authority.
- Under the UNCRC policy, the Authority had a duty to provide play.
- Quality play equipment is very expensive and the Authority does offer small grants to organisations.
- Many planning applications include Section 106 Agreements to upgrade play facilities. However, facilities will not achieve the green standard without a huge influx of money.
- It had been recognised that there were access and transport problems particularly for children aged between 9 and 12 and the Authority had been actively involved in improving this situation.
- The Authority had encountered difficulties in accessing European funding and it seemed likely that some services will cease. Future funding was dependent upon the bid submitted.
- The core funding for Youth Services was not being reduced and overall funding had only reduced by £11,000 since 2011/12. This had affected three youth clubs. However, the Council was in consultation with young people and also received funding from Friendship House. Furthermore, the Authority was recruiting outreach workers for youth clubs and significant work had been completed in Morriston where a new youth club had commenced. The website address for the Youth Services would be circulated to all Councillors.

Minutes of the Scrutiny Programme Committee (07.07.2014) Cont'd

- The regionalisation of the Youth Offending Service saw the City and County of Swansea, Neath Port Talbot County Borough Council and Bridgend County Borough Council combining under Western Bay and this has achieved significant savings. Bridgend Council was very keen to lead the project and the Western Bay Project Board supported their request. The combined service will lead to better outcomes and more efficient services. The merger was very simple but the Council will continue to deliver local services with local teams.
- The Authority was the first authority within the UK to adopt the UNCRC and a clear process for complaints exists that will deal with the issues raised. The Authority was also preparing to progress to the next stage of the process.
- Consultation regarding UNCRC had made an impact upon budget discussions and the Authority will monitor the impact upon the decision making process.
- The Chair referred to the Children and Young People's Rights Scheme Report scheduled for Cabinet on 29 July 2014 and requested that this report be presented to the next meeting to enable the committee to give views.

RESOLVED that:

- (1) the Chair of the Committee writes a letter to the Cabinet Member reflecting on the discussion and sharing the views of the Committee;
- (2) the Cabinet Member:
 - (a) circulate the web address to information about youth club provision across the City & County of Swansea committee members and provide a list of youth clubs which have closed and the reason why;
 - (b) confirm whether play provision supported by community councils is included in the play sufficiency assessment;
 - (c) clarify whether a young persons impact assessment and/or other consultation has been undertaken in relation to the review of the Education Other Than At School provision.

- (3) the Director of People and / or Cabinet Member for Opportunities for Children and Young People attend the Scrutiny Programme Committee scheduled for 4 August 2014 in order to report on the Children and Young People's Rights Scheme.

24. **PROGRESS REPORT - LOCAL SERVICE BOARD SCRUTINY PERFORMANCE PANEL**

The Chair, Convenor of the Performance Panel, presented an update report on the work of the Panel and outlined progress.

The report presented the remit of the Panel, the introduction to the topic, progress to date, future work programme and the action required by the Scrutiny Programme Committee. The convener emphasised the developmental nature of the Panel's early work to help it understand the work of the Local Service Board (LSB) and how it operates. He provided a summary of work undertaken by the multi-agency Scrutiny Panel and highlighted activities ahead that will help the Panel to consider what difference the LSB is making for citizens. He referred to an exercise in which the Scrutiny Panel observed a recent LSB. Feedback from Scrutiny Panel Members was being discussed at the next Panel meeting. One of the issues identified so far was about the fact that LSB meetings were not open to the public.

RESOLVED that the contents of the report be noted.

25. **SCRUTINY WORK PROGRAMME 2014/15**

The Chair presented the Scrutiny Work Programme 2014/15. The report explained the background and purpose of the Scrutiny Work Programme and the current position of all scrutiny activities. The Work Programme referred to the work currently active, showing progress with the established Scrutiny Panels and Working Groups. The Work Plan Timetable for future Committee meetings was also provided.

At the previous Scrutiny Programme Committee it was requested that further information be provided on the proposed topics for Inquiry Panels and possible focus. This was discussed.

The committee also discussed the current position in relation to the Education Inclusion Scrutiny Inquiry and implications of the departmental review on the same matter.

Minutes of the Scrutiny Programme Committee (07.07.2014) Cont'd

The Chair also reported that a public request for scrutiny had been received after the agenda was published (in relation to Welsh Medium primary school provision in Swansea West) and stated that this will be considered and a proposal brought to the next meeting for the committee's agreement.

RESOLVED that:

- (1) the Scrutiny Committee Work Plan Timetable and Plan for Meetings ahead be accepted;
- (2) the progress of established Panels and Working Groups attached at Appendix 2 of the report be noted;
- (3) the following be agreed as new topics for inquiry, in order of priority:
 - (a) Corporate Culture
An inquiry would look at the culture of the organisation and explore how changes can help tackle the challenges being faced e.g. demand management, reduced resources and rising expectations. It will enable scrutiny councillors to: consider the influences on organisational culture; and look at innovative approaches / models implemented elsewhere and lessons that can be applied in Swansea.
 - (b) Governance in Schools
An inquiry would look at how the effectiveness of school governance can be improved. It will enable scrutiny councillors to explore: the role and responsibility of governors; and issues relating to recruitment and the support they are given.
 - (c) Mental Health Services
An inquiry would look at the effectiveness of the provision of mental health services to children and young people, especially with reducing resources and increased demand for CAMHS (Child & Adolescent Mental Health Services). It will enable scrutiny councillors to: find about the extent of the problem in Swansea and access to services; look at the effectiveness of multi-agency working in delivering such services; and consider what improvements could be made.

- (4) the proposals for future Working Groups be agreed.
- (5) the Education Inclusion Inquiry Panel should reconvene as soon as possible in order to consider the findings of the departmental review which will then inform whether / what further scrutiny activity is required. The Panel should report back to the committee on the headlines and need for scrutiny.

26. **MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS**

The Chair presented a report which advised of changes required to the membership of Scrutiny Panels and Working Groups.

RESOLVED that the following membership changes be agreed:

Streetscene Scrutiny Inquiry Panel: add Councillor L V Walton
Inward Investment Scrutiny Inquiry Panel: remove Councillors R A Clay and G Owens.

27. **SCRUTINY LETTERS**

The Chair reported the updated Scrutiny Letters Log and referred to the recent correspondence between Scrutiny and Cabinet Members:

- (a) Letter to/from Cabinet Members for Place and Regeneration (Historic Building Scrutiny Working Group Meeting - 3 February 2014).

Councillor Paul Meara, convener of the Historic Buildings Scrutiny Working Group, shared the findings from the meeting and the response of the Cabinet Members for Place and Regeneration.

With respect to the outstanding letters from 2013/4 it was confirmed that the Schools Performance Panel had since discussed the issues raised within its letter and was now considered dealt with and a written letter from the Cabinet Member was no longer required. It was also confirmed that the Service Improvement & Finance Panel had raised its letter with Cllr Rob Stewart who stated that he would provide a response in July.

RESOLVED that the above letter and action log be noted.

28. **FORWARD LOOK (CABINET BUSINESS) - OPPORTUNITIES FOR PRE-DECISION SCRUTINY**

The Chair presented a report which provided a brief explanation of the pre-decision scrutiny process. Information was also provided regarding future Cabinet business at Appendix 1 of the report.

The Committee discussed a number of reports which appeared on forward look and highlighted the difficulties in raising matters for pre-decision scrutiny in view of limited information provided.

The Chair stated he would continue to engage and correspond with the Cabinet Member for Citizen, Community Engagement & Democracy about ways in which the cabinet forward plan can be improved for scrutiny.

RESOLVED that the Chair correspond with the Cabinet Member for Citizen, Community Engagement and Democracy regarding information about future cabinet business and the pre-decision scrutiny process.

29. **SCRUTINY DISPATCHES - JULY 2014**

The Chair reported the draft Scrutiny Dispatches for agreement and submission to Council on 12 August 2014.

It was noted that this would not be able to be considered by Council until 12 August despite the next meeting being 15 July due to publication deadlines. It was agreed that the scheduling of future Scrutiny Programme Committee meetings in next year's diary be arranged to ensure there is sufficient time between meetings so that any reports from the committee can be submitted to the next council meeting.

RESOLVED that the contents of the report be agreed and submitted to Council on 12 August 2014.

30. **DATE OF TIME OF FUTURE MEETINGS FOR 2014/15 MUNICIPAL YEAR**

The dates of times of future meetings for 2014/15 Municipal Year were submitted for information.

The meeting ended at 6.05 p.m.

CHAIR

Report of the Chair

Scrutiny Programme Committee – 4 August 2014

CABINET MEMBER QUESTION SESSION – WELLBEING PORTFOLIO

| | |
|---------------------------------------|--|
| Purpose | To enable the committee to question Councillor Mark Child on his work, having specific responsibility and accountability as the Cabinet Member for Wellbeing. |
| Content | Councillor Child will attend to participate in a question and answer session. The committee's questions will broadly explore key activities and achievements as well as current developments, in relation to portfolio responsibilities. |
| Councillors are being asked to | <ul style="list-style-type: none"> • Question the Cabinet Member on relevant matters • Make comments and recommendations as necessary |
| Lead Councillor(s) | Councillor Mike Day, Chair of the Scrutiny Programme Committee |
| Lead Officer(s) | Dean Taylor, Director – Corporate Services |
| Report Author | Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk |

1. Introduction

- 1.1 One of the most important roles that scrutiny carries out is holding the council's cabinet to account. By acting as a 'critical friend' scrutiny has the opportunity to challenge the cabinet and individual cabinet members on their actions and monitor performance in relation to their areas of responsibilities. The Scrutiny Programme Committee has scheduled a session with all cabinet members over the course of the year in order to ask questions on their work.
- 1.2 Councillor Mark Child has been requested to attend this meeting to enable the committee to explore the work he has done in his role as Cabinet Member for Wellbeing.

2. Wellbeing Portfolio

- 2.1 According to the Council Constitution the Wellbeing portfolio includes the following areas of responsibility:

- a. Health / Healthy Cities
- b. Social Services / Social Care / Supporting People
- c. Early Intervention & Prevention / Flying Start
- d. Homes & Housing / Affordable Housing / Houses in Multiple Occupation
- e. Physical Activity / Recreation

2.2 The Cabinet Member has provided a short report on the 'headlines' from his work to help the committee focus on priorities, actions, achievements and impact. (**Appendix 1**).

3. Approach to Questions

3.1 At the Cabinet Member Question Sessions the committee will generally ask cabinet members about:

- portfolio objectives
- specific activities and achievements, progress against policy commitments, key decisions taken, and impact / difference made
- headlines with regard to the performance of services within the portfolio
- key targets to measure improvement and success
- their engagement with service users / public and what influence this has had
- what they hope to achieve over the next 12 months (plans / priorities)
- challenges ahead (e.g. resources / budget)
- engagement with scrutiny on portfolio issues

3.2 The Cabinet Member will be invited to make introductory remarks before taking questions from the committee. Following the session the chair will write to the Cabinet Member in order to capture the main issues discussed, views expressed by the committee, and any actions for the Cabinet Member to consider.

3.3 If the committee wishes to conduct more detailed scrutiny of any of the issues raised during this item then this should be agreed through the normal work planning process and planned for a future meeting. This will also allow proper time for preparation.

4. Previous Correspondence with Councillor Child

4.1 The previous question session with Councillor Child took place in August 2013. The resulting letters to / from the Cabinet Member are attached for background information to remind the committee of the issues that were discussed then and the response provided. The committee may wish to use the previous meeting as a reference point and follow up accordingly. The letters are **appended** to this report.

5. Legal Implications

5.1 There are no specific legal implications raised by this report.

6. Financial Implications

6.1 There are no specific financial implications raised by this report.

Background Papers: None

22 July 2014

Legal Officer: Nigel Havard

Finance Officer: Carl Billingsley

Mark Child - Cabinet Member for Wellbeing

Scrutiny Programme Committee

Headline work

Supported Housing

- Adaptations - In 2013/14 waiting times for a Disabled Facilities Grant fell to an average of 263 days, down from 321 days the previous year.
- We continue to work with third sector partners to offer our elderly and disabled residents solutions to help them quickly carry out minor adaptations in their homes to maintain independence.
- Homelessness - Welfare Reform continues to pressurise services with increasing levels of homelessness presentations.
- The Housing Bill will impose new duties on Local Authorities including a duty to prevent homelessness and ability to use accommodation in the private sector.
- A private landlord forum was held in 2013 to help promote accommodation options in the private sector including development of a Social Lettings Agency in partnership with Supporting People.
- Swansea Nightshelter won a national award in the 'Working with Rough Sleepers' category of the 2013 Cymorth Cymru and Local Authorities Promoting Independence Awards.

Affordable Housing

- In 2013/14 215 affordable housing units were completed, although the Social Housing Grant allocated by the WG remains low at £2.77m. An extra £1.7m was secured under the WG smaller properties scheme and WG allocated the Authority an additional 675K of Social Housing Grant and a further 340K for a project involving the armed forces.
- The Authority continues to actively explore new models for delivering affordable housing

Children and Family Services

- Signs of Safety being used widely and effectively, Swansea seen as a leading example Nationally and even Internationally.
- Reduction in LAC numbers, the LAC reduction Strategy is being effectively implemented and is having a positive effect, both in reducing numbers, increasing permanency and producing positive outcomes.
- Foster Swansea has continued to grow through successfully recruitment, training and support, improving both the proportion of LAC supported, and bringing those children back to Swansea.
- Within budget, for the first time in a number of years Child and Family Services have been in control of their budget and not had to draw on the Council's Contingency funds.
- Fewer in residential care, more children are supported in their own families or through Fostering.

Adult Services

- Emphasis in prevention and wellbeing through Community Connectors and other means to prevent people needing intervention from Social Services at all.
- When reviewing the needs of individuals the aim has changed to focussing on strengths rather than weaknesses, and what they want to do, rather than the services we provide.
- The provision of re-ablement beds in Bonymaen House and Ty Waunarlwydd has led to fewer older people in residential care.
- Independent Review of Older People's Services is currently taking evidence to provide the council with advice and opinion on its current provision and what we will need in future to meet the needs of Swansea's older people.
- Started a step change in the way we use Telecare in Swansea.
- Adopted Time to Change, regarding those with Mental Illness.

Western Bays

- Adult services moving towards integration, such as in the Gower joint locality team, organising Social services to map on to the local Health hubs, or the Gorseinon hospital initiative.
- Active participation in all the areas of work, leading in several.
- Using the WG Integrated Care Fund to build Intermediate Care facilities.
- Arguing for increased political accountability of this important area.

Healthy Cities

- Successful application to WHO to be included in phase 6.
- Active member of UK network
- Responsible through Local Service Board for 5 elements of the Single Integrated plan, low birth weight, school readiness, preventable early deaths, life expectancy and older peoples independence.
- Chosen 2 Marmot measures to try and drive forwards in Swansea, ensuring every child has the best start in life and having healthy and active communities and places.
- Healthy City Directory received 13,000 hits from public and professionals



CITY AND COUNTY OF SWANSEA

DINAS A SIR ABERTAWE

**To/
Councillor Mark Child,
Cabinet Member for Wellbeing**

BY EMAIL

*Please ask for:
Gofynnwch am:*

*Direct Line:
Linell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Overview & Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2013-14/3

21 August 2013

Dear Councillor Child,

Cabinet Member Question Session – 5 August

Thank you for your attendance at the Scrutiny Programme Committee on 5 August 2013 and answering questions on your work as Cabinet Member for Wellbeing.

Acting as a 'critical-friend' the committee was able to explore your portfolio responsibilities and key issues, what you have done as cabinet member, what you hope to achieve, as well as future challenges.

I thought it would be useful to write to you in order to reflect on what we learnt from the discussion, and share the views of the committee. I am also copying this letter to the members of our Wellbeing Scrutiny Performance Panel who of course carry out the in-depth monitoring of social services.

Rising Demand for Services:

The committee recognised a number of factors which are contributing to a rising demand for public services. It is well documented that we have a growing elderly population but there is also the impact from the economic downturn and, more recently, welfare reforms. Amongst the pressure on services and increased need you mentioned a particular increase in dementia that has been experienced in Swansea. You also shared a concern about the need to improve a number of services despite the challenges including services for children with disabilities, mental health services, and support for adults with learning disabilities.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

CITY AND COUNTY OF SWANSEA / DINAS A SIR ABERTAWE

CIVIC CENTRE, SWANSEA, SA1 3SN / CANOLFAN DDINESIG, ABERTAWE, SA1 3SN

www.swansea.gov.uk

It was clear that meeting rising demand at a time of significant budgetary pressures was a huge challenge. You talked about 20% cuts anticipated across the council budget over the next 2-3 years. Although we would not expect the impact on social services to be this great it does highlight the growing need for challenge on spending and robust financial monitoring and management.

Transformation of Adult Social Services:

We understood the basis and philosophy behind the council's Transformation of Adult Social Services (TASS) Programme. Given the rising demand and limited resources we accept the need for a radical rethink of approaches to future service provision as it was no longer effective to keep trimming at the edges. You stated that the service needed reconfiguration and that the council may have to consider not doing some things and/or making better use of other providers including the 3rd sector. This would mean shifting more towards being an enabler of services rather than provider, and focussing more and more in the future on dealing with critical needs.

However, any significant changes in service breed uncertainty and we cannot emphasise enough the need for openness and transparency about what we want to achieve and how we will do it, and clear communication with service users, staff, and partners. You mentioned that you would be reporting to cabinet shortly on the next steps of the TASS Programme. We would encourage you to engage with scrutiny on the transformation of adult social services and will welcome any opportunities for pre-decision scrutiny.

You talked in particular about wanting to improve domiciliary care and tackle over reliance on residential care, so that people can live independently as long as possible, and, with the necessary support, enjoy far greater wellbeing. We noted that as part of this aim you were working on bridging the gap between getting people back in their own homes and the need for a hospital bed and avoiding the need for dependency on residential care. We were pleased to hear you talk about how a closer working relationship with health has developed and look forward to hearing about achievements in this area. We noted that you welcomed scrutiny undertaking detailed work looking at the balance of providers in domiciliary social care. We will consider this when looking at possible future work.

Western Bay Health & Social Care Regional Programme:

We were interested in how this regional collaboration with Bridgend Council, Neath Port Talbot Council and Abertawe Bro Morgannwg University Health Board was developing to improve services. It appeared that things were moving on at a pace however we felt that there was a lack of information about the management and delivery of the programme, aims and objectives, the extent of the council's involvement, and practical implications, including public information about what it means for service users. As with the TASS

Programme it is important that the citizens of Swansea understand the purpose of this collaboration, its relationship with the delivery of local services and the difference it will make.

We understood that the responsibility and accountability for local social service provision remained with this authority but we felt that the complexities of the programme and decision-making demanded greater scrutiny. It was unclear as to how the programme and the scale of work was subject to challenge. It was noteworthy that even you had concerns about the low level of elected member representation both within the Programme and in scrutinising it. We agreed that we needed to have a debate amongst scrutiny colleagues about how best to hold any regional collaborative work to account whether by joint scrutiny or otherwise.

We were interested to know, as this regional collaboration developed, to what extent the dialogue would turn to the possible integration of services. We have already seen the example of regional safeguarding boards, and now we understand Youth Offending Teams, and there are examples with other areas such as Education of the 'regionalisation' of services.

Looked After Children:

The numbers of looked after children (LAC) are still high although it was good to hear that the figures have come down over the last few months: April (591), May (567), June (565). Comparisons across Wales showed Swansea to have amongst the highest LAC population although you stated that many other authorities were seeing dramatic increases. You were not sure whether the numbers would continue to fall but felt that things were stabilising and had confidence in the strategies in place to manage numbers and the experienced workforce that we now had in place. You also mentioned that the rate of referrals had come down dramatically (with an increased % requiring action) which suggested an improving relationship with partners with regard to managing the 'front door'. There has been overspend in Child & Family Services for a number of years and the committee was interested in how you were planning to bring this under control. You were clear however that making sure that all LAC were being properly supported was paramount, and we would agree.

Foster Swansea:

It was particularly pleasing to hear of the success in recruiting 40 new foster carers over the last year within Foster Swansea. You praised the marketing and publicity initiatives within the Foster Swansea team which have clearly made an impact. The latest figures (June 2013) showed that there were 170 (57%) children placed with Foster Swansea compared with 127 (43%) placed with independent foster agencies. This compared with a split of 49 to 51% 12 months ago. This represented a remarkable shift and is helping our efforts to

keep more looked after children in Swansea, which in turn is a help to our budget.

These were the big issues which we discussed and we will be interested in following these up when the next question session is arranged. We did not cover all aspects of your portfolio, particularly your responsibility for housing services, but will hopefully explore such areas then.

Summary of Suggested Action:

- a) considering engagement with scrutiny on the transformation of adult social services and inviting pre-decision scrutiny to assist your decision making on the big service issues;
- b) clarifying the decision-making process / structure in relation to the council's involvement in, and scrutiny of, the Western Bay Health & Social Care Programme.

I look forward to your reply to our comments and response to issues raised and recommendations made. It would be helpful to receive your reply to this letter by 20 September so that it can be included in the agenda of the Committee meeting taking place on 30 September.

Yours sincerely,



COUNCILLOR MIKE DAY

Chair, Scrutiny Programme Committee

✉ mike.day@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mike Day
City & County of Swansea

Please ask for:
Gofynnwch am:
Direct Line:
Llinell Uniongyrochol:

Councillor Mark Child
(01792) 637441

E-Mail / E-Bost:
Our Ref / Ein Cyf:
Your Ref / Eich Cyf:
Date / Dyddiad:

Mark.child@swansea.gov.uk
MC/SH
SPC/2013-14/3
11 September 2013

If you require this or any other information in another format e.g. Braille, audio tape or a different language, please contact me

Dear Councillor Day

Thank you for your letter of 21st August, following my appearance before your committee.

I hope that when considering the rising demand for services in my portfolio, and the Transformation of Adult Social Services agenda you will not just challenge on spend and financial management; I think there needs to be a challenge on what we do and how it is to be done too. You are right to stress the need for openness, it is vital for an understanding of the pressures and the ways to continue to ensure provision of services is needed. Please be assured, I aspire to being open. The Transformation of Adult Services will not only go to Cabinet, it will also go to Council as I agree with you that a wide understanding of what we are trying to achieve for the people of Swansea is important.

Again I echo your comments regarding Western Bays, it is important that we as councillors understand what is taking place with the management and delivery of many important services locally. Many more decisions like that made on Youth Offending Teams will be being made about integration of services and I feel it is important that those are scrutinised. Are they the right decisions and have they worked? This lies alongside the importance of the executive of councils effectively engaging in those decisions.

COUNCILLOR/Y CYNGHORYDD
MARK CHILD
CABINET MEMBER FOR WELLBEING
AELOD Y CABINET DROS LES

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637441 ☎ (01792) 636196
✉ mark.child@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

- 2 -

A minor correction in your interpretation of what I said about LAC numbers. I am not sure they will continue to fall consistently and at the rate they did on May, however as you say, I have confidence in the strategies in place, particularly following a recent independent review of them, and so I do anticipate a downward trend over time. Bringing the numbers under control is key to bringing down the overspend in Child and Family Services, although other efforts such as collaboration and integration of services, changes in the Fostering service and the location of LAC are also means that will have an effect on the spend.

I am happy to discuss with yourself, your vice-chair and the chair of the Wellbeing Scrutiny Performance Panel any aspect of TASS and how best to scrutinise it. I also think that a start on Scrutinising the work of Western Bays would be welcome along with some consideration of how effective Scrutiny of this body, and other Partnership structures come to that, may be established to operate continuously.

Yours sincerely



COUNCILLOR MARK CHILD
CABINET MEMBER FOR WELLBEING

COUNCILLOR/Y CYNGHORYDD
MARK CHILD
CABINET MEMBER FOR WELLBEING
AELOD Y CABINET DROS LES

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637441 ☎ (01792) 636196
✉ mark.child@swansea.gov.uk www.swansea.gov.uk

Agenda Item 6

Report of the Chair

Scrutiny Programme Committee – 4 August 2014

SCRUTINY PERFORMANCE PANEL PROGRESS REPORT – WELLBEING

| | |
|---------------------------------------|---|
| Purpose | The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will attend the committee on a regular basis to provide a progress report, updating the committee on headlines from their Panel's work and impact. This report focuses on the Wellbeing Scrutiny Performance Panel. |
| Content | Councillor Paxton Hood-Williams, convener of the Performance Panel, will update the committee on the work of the Panel and progress. |
| Councillors are being asked to | <ul style="list-style-type: none">• Consider the progress report• Make comments and recommendations as necessary |
| Lead Councillor(s) | Councillor Mike Day, Chair of the Scrutiny Programme Committee |
| Lead Officer(s) | Dean Taylor, Director – Corporate Services |
| Report Author | Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk |

1. Introduction

- 1.1 The Wellbeing Scrutiny Performance Panel is one of four Performance Panels that have been established by the committee. Whilst the work of Inquiry Panels leads to the production of a final report with conclusions and recommendations for cabinet based on evidence gathered on a specific issue, the work of Performance Panels represent regular monitoring of particular services.
- 1.2 Performance panels are expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services. This correspondence is published within committee agendas to ensure awareness of Panel activities and enable the committee to comment on the matters raised and cabinet member responses, as well as to ensure visibility across the council and public.

- 1.3 The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panels Conveners will therefore attend the committee throughout the year to provide a progress report to enable a more detailed discussion on the work of each Panel, achievements, effectiveness and impact. The committee may also need to consider any issues arising from Panel activities which may have an impact on the overall scrutiny work programme.
- 1.4 This report focuses on the Wellbeing Scrutiny Performance Panel. Councillor Paxton Hood-Williams, convener of the Panel, will be present to provide a progress report. To focus the discussion, a short written report is attached as **Appendix 1**.

2. Legal Implications

- 2.1 There are no specific legal implications raised by this report.

3. Financial Implications

- 3.1 There are no specific financial implications raised by this report.

Background Papers: None

22 July 2014

Legal Officer: Nigel Havard
Finance Officer: Carl Billingsley

Wellbeing Performance Panel Update

1. Remit of the Panel

The purpose of the panel is to monitor and challenge performance in respect of adult and children's social services to support and contribute to improvement in services.

The panel does this through performance and financial monitoring challenge progress, scrutiny of existing methods of service evaluation and performance measures, evaluation of service quality / quality assurance, challenge and monitoring of improvement plans / work, considering improvement and development issues (including inspection reports), making recommendations on specific policy or service areas to support the overall programme of improvement

2. Introduction

The Wellbeing Panel does this because it is a Council Corporate Priority to ensure that vulnerable children are safeguarded and supported by maintaining and continuing improvements to Child and Family services and to ensure that younger adults, older people and carers have more choice and control over how they are supported by transforming adult social services.

Child & Family Services has been subject to special measures and an intervention board. Although lifted this is still an area of risk - the service has made good progress but it is vital this is maintained and that further improvements are made across all areas of the service. This continues to be an area of high demand and high spend.

Continued provision of sustainable Adult Services within the Local Authority is going to be challenging as a result of demographics, resources, competing priorities, increasing expectations and the personalisation agenda.

3. Progress so far

The Panel has met fortnightly since November 2013. It scrutinises Child & Family Services performance reports and the Safe LAC Reduction Strategy and Adult Services performance reports on a quarterly basis. As a result of the scrutiny of the performance reports the panel has had a number of further reports which have arisen from issues identified during the performance monitoring process; it has taken referrals from the finance and improvement panel to look at performance of a number of indicators; Convener's letters are produced and sent to the Cabinet Member after each meeting.

The Panel has been well attended and there is good commitment from members however the panel is concerned that the scrutiny of both adults and children's services should be undertaken by 2 separate panels to ensure that effective scrutiny is carried out. The panel met with the Cllr Mike Day (14/7/14) and agreed a number of recommendations to improve the function and effectiveness of scrutiny in these 2 service areas. The recommendations are detailed in the appended Convener's letter.

4. Future Work Programme

To be determined in light of the proposed recommendations.

5. Action required by the Scrutiny Programme Committee
Discuss and agree the recommendations.



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Mike Day
Chair, Scrutiny Programme Committee
Civic Centre
Oystermouth Road
SWANSEA
SA1 3SN

*Please ask for:
Gofynnwch am:*

*Direct Line:
Linell Uniogyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

**Overview &
Scrutiny**

01792 637491

scrutiny@swansea.gov.uk

CFS/06

17 July 2014

Dear Councillor Day

Well Being Performance Panel on 14 July 2014

The Panel met on 14 July 2014 to consider the effectiveness of how it operates and manages its workload, which since November 2013 has included the scrutiny of performance in Adult Social Services. The panel would like to thank you for attending and contributing to the discussions.

For a number of months the panel has had concerns about its workload and the capacity of the panel to ensure that scrutiny of performance of both adult and child & family services was focused and robust. In addition to this, and because of the panel's concerns about changes to services in adult social services, the panel often found itself straying beyond its performance remit.

On the basis of these concerns the panel recommends to the Scrutiny Programme Committee that:

- Two performance panels be established, one to scrutinise the performance of Child & Family Services and one to scrutinise the performance of Adult Social Services.
- The Transformation of Adult Social Services programme and process be the subject of an in-depth inquiry.
- The performance panels are given consent by the Scrutiny Programme Committee to undertake pre-decision scrutiny.
- Effective scrutiny needs to take place of the operation and governance arrangements of the regional Western Bay as it relates to Child & Family Services and Adult Services.

Overview & Scrutiny / Trosolwg a chraffu

City and County of Swansea / Dinas a Sir Abertawe
Civic Centre, Swansea, SA1 3SN / Canolfan Ddinesig, Abertawe, SA1 3SN

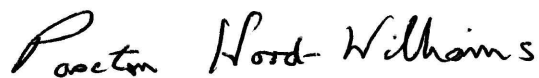
- Immediate scrutiny involvement in the consultation on changes to services for adults with learning disabilities (members have expressed a desire to scrutinise) and a delay in the consultation until such time

The panel also agreed to:

- Invite Chris Sivers and Jack Straw to a future meeting
- Request the cabinet member provide details of costings of existing services and proposed cuts
- Visit learning disability day centres

I hope you find this letter useful and informative and look forward to your response. A copy will be sent to the Cabinet Member for information.

Yours sincerely



CLLR PAXTON HOOD-WILLIAMS
MEMBER OF THE WELL BEING PERFORMANCE PANEL
✉ PAXTON.HOOD-WILLIAMS@SWANSEA.GOV.UK

Agenda Item 7

Report of the Chair

Scrutiny Programme Committee – 4 August 2014

CHILDREN AND YOUNG PEOPLE'S RIGHTS SCHEME

| | |
|---------------------------------------|---|
| Purpose | The committee is provided with the report recently discussed by cabinet on a Children and Young People's Rights Scheme. |
| Content | The report of the Cabinet Member for Opportunities for Children & Young People is attached. The Director of People, Chris Sivers, will attend to talk about the proposed scheme and answer questions. |
| Councillors are being asked to | Give views and make recommendations as necessary |
| Lead Councillor(s) | Councillor Mitch Theaker, Cabinet Member for Opportunities for Children & Young People |
| Lead Officer(s) | Chris Sivers, Director – People |
| Report Author | Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk |

1. Introduction

- 1.1 As an outcome from the Cabinet Member Question Session with Councillor Mitchell Theaker at the last committee meeting, the committee asked to see his report on a Children and Young People's Rights Scheme.
- 1.2 Following a Council decision in September 2013 to create a due regard duty and embed the United Nations Convention on the Rights of the Child (UNCRC) 1989 within the Authority's Policy Framework, and to mainstream positive approaches to the rights of children and young people within the policy and functions of the City and County of Swansea a draft Children's Rights Scheme for Swansea has been developed. It will provide transparency about the processes that will be followed to comply with the duty, and outlines monitoring procedures and expected outcomes.
- 1.3 Councillor Theaker informed the committee that this report was being discussed by Cabinet at the end of July, and would be followed by a period of public consultation on the draft Scheme (from 1 August to 12 September). The cabinet report is attached as **Appendix 1**.

- 1.4 The committee is asked to give views and make recommendations as necessary. The Director of People, Chris Sivers, will be present to talk about contents of the report and answer question.
- 1.5 The outcomes of the consultation process will inform the development of the final Children and Young People's Rights Scheme which will be considered by Cabinet for approval.

2. Legal Implications

- 2.1 There are no specific legal implications raised by this report.

3. Financial Implications

- 3.1 There are no specific financial implications raised by this report.

Background Papers: None

22 July 2014

Legal Officer: Nigel Havard

Finance Officer: Carl Billingsley

**Report of the Cabinet Member for Opportunities for
Children and Young People**

Cabinet – 29 July 2014

CHILDREN AND YOUNG PEOPLE’S RIGHTS SCHEME

| | |
|------------------------------------|---|
| Purpose: | The report presents the draft Children and Young People’s Rights Scheme for Swansea and sets out arrangements to ensure compliance of the United Nations Convention on the Rights of the Child (1989) (UNCRC). |
| Policy Framework: | Children and Young People Charter (1999) Strategy for the Engagement of Children and Young People (2005) Children and Young People Plan (2011-2014) |
| Reason for Decision: | In September 2013 Council agreed to create a due regard duty and embed the United Nations Convention on the Rights of the Child (UNCRC) 1989 within the Authority’s Policy Framework, and to mainstream positive approaches to the rights of children and young people within the policy and functions of the City and County of Swansea. The development of a Children & Young People’s Rights Scheme implements this decision and approval is sought from Cabinet for the draft Scheme to be published for public consultation. |
| Consultation: | Legal, Finance, Access to Services, Executive Board. |
| Recommendation(s): | It is recommended that: 1) Cabinet considers the draft Children and Young People’s Rights Scheme and gives approval for public consultation |
| Report Author: | Jane Whitmore |
| Finance Officer: | Susan Rees |
| Legal Officer: | Janet Hooper |
| Access to Services Officer: | Sherill Hopkins |

1.0 Introduction

- 1.1 The background paper for this report is the Report of the Cabinet Members for Opportunities for Children and Young People and Learning and Skills presented at Council on 23rd September 2013 on 'Rights of Children and Young People: Creating a 'due regard' duty and embedding the United Nations Convention on the Rights of the Child (1989)'.
- 1.2 At that meeting it was agreed that the United Nations Convention on the Rights of the Child (1989) ('the UNCRC') be embedded and become part of the Council's Policy Framework and that a duty be placed on the Cabinet to have 'due regard' to the UNCRC when exercising its decision making functions in:
- The formulation of new policies or strategies for the Authority
 - The review or amendment of existing policies or strategies of the Authority
 - The development, confirmation, or amendment of operational decisions that rest within the remit of the Cabinet

2.0 Children and Young People's Rights Scheme

- 2.1 The Children and Young People's Rights Scheme (Appendix A) sets out the arrangements the City and County of Swansea will put in place to ensure compliance with its duty to have due regard to the UNCRC. It provides transparency about the processes that will be followed to comply with the duty, and outlines monitoring procedures and expected outcomes.
- 2.2 The Scheme covers the following areas:
- What is a Children and Young people's Rights Scheme?
 - What is the UNCRC?
 - What is the duty on the local authority?
 - How will we make sure that we comply with the duty to have due regard to the UNCRC?
 - Who is involved in ensuring the local authority complies with this duty?
 - Promoting knowledge and understanding of the UNCRC
 - Accountability and compliance
 - Feedback and complaints

3.0 Consultation and Engagement arrangements:

- 3.1 The consultation period will be from 1st August to 12th September 2014
- 3.2 The consultation process will include:
- Engagement with Children and Young People
 - Schools
 - General Public

3.3 Engagement methods will include a Big Conversation event with children and young people from schools and community youth groups across Swansea. Although this is not a statutory consultation it will follow the same process and will be publicised on the website and during events taking place over the summer with children, young people and families.

3.4 The outcomes of the engagement process will be used to inform the development of the final Children and Young People's Rights Scheme to be considered by Cabinet for approval. The Scheme will be launched on 20th November 2014 which is universal Children's Rights Day and the 25th Anniversary of the UN Convention.

4.0 Equality and Engagement Implications

4.1 An EIA Screening Form has been completed with the agreed outcome that a full EIA report will be required. This will be commenced prior to the consultation, and finalised following the consultation period.

5.0 Financial Implications

5.1 Whilst there are no immediate financial implications arising from this report, acceptance of this policy could result in additional expenditure at a future time. Acceptance of the policy does not mean that additional resources will be made available and it should be assumed that future spending needs will need to be contained within existing budget provision and have full and due regard to the budget principles set out in 'Sustainable Swansea – Fit for the Future' and the likely levels of future budgets having due regard to the budget and medium term financial plan

6.0 Legal Implications

6.1 The draft Children's and Young Person's Rights Scheme sets out the arrangements to be put in place to ensure the Council complies with the duty to have due regard to the UNCRC. The term due regard requires a balanced consideration of issues when making any decision, in this instance the articles of the UNCRC. This means that decision makers must think about how what they are doing relates to the rights and obligations in the UNCRC. In identifying any negative impact on children and young people decision makers must consider how to avoid or minimise this impact. Decision makers must also consider how, by using their functions they can improve the way children and young people access their rights. Having considered this, the outcome needs to be given balanced consideration (due regard) against the other factors that decision makers must take into account in making a decision.

Background Papers: Council Report 'Rights of Children and Young People: Creating a 'due regard' duty and embedding the United Nations Convention on the Rights of the Child (1989)

Appendices: Appendix A – Draft Children and Young People's Rights Scheme.

City and County of Swansea



Draft Children and Young People's Rights Scheme 2014

Contents

| | |
|---|----|
| Introduction | 3 |
| What is a Children and Young People’s Rights Scheme? | 3 |
| What is the UNCRC? | 4 |
| What is the duty on the Local Authority? | 4 |
| How will we make sure that we comply with the duty to have due regard to the UNCRC? | 5 |
| Who is involved in ensuring the Local Authority complies with this duty? | 6 |
| Promoting knowledge and understanding of the UNCRC | 8 |
| Accountability and Compliance | 9 |
| Feedback and Complaints | 10 |
| Glossary of Terms | 12 |

Introduction

In September 2013 it was agreed that the United Nations Convention on the Rights of the Child (1989) ('the UNCRC') be embedded and become part of the Council's Policy Framework and that a duty be placed on the Cabinet to have 'due regard' to the UNCRC when exercising its decision making functions in:

- The formulation of new policies or strategies for the Authority
- The review or amendment of existing policies or strategies of the Authority
- The development, confirmation, or amendment of operational decisions that rest within the remit of the Cabinet

What is a Children and Young People's Rights Scheme?

The Children and Young People's Rights Scheme sets out the arrangements the City and County of Swansea have to ensure compliance with their duty to have due regard to the UNCRC.

It provides transparency about the processes that are being followed to comply with the duty, and outlines monitoring procedures and builds on existing work, such the Local Authority duties under the Children Act 1989.

To embed Children's Rights into policy and practice the Children and Young People's Rights Scheme cannot be a standalone document. It has very close links to a number of key Council strategies and plans, for example;

- Strategic Equality Plan
- Improvement Objectives
- One Swansea Plan
- Local Development Plan
- Consultation and Engagement Strategy
- Social Inclusion Strategy
- Community Cohesion
- Domestic Abuse Strategy
- Health, Social Care and Well Being Strategy
- Welsh Language Scheme
- Sustainable Swansea – Fit for the Future

The Sustainable Swansea: Fit for the Future Programme works with our communities to look at how we can change what we do to address our budget pressures and ensure we are doing the right things to have a positive impact on all our citizens including children and young people.

Children's Rights are a key theme throughout all of this work and in developing this Scheme we have engaged with colleagues to ensure we build on current and planned work where appropriate.

Engagement with children and young people has been sought and their views on what a Children and Young People's Rights Scheme in Swansea should look like has been incorporated.

The development and publication of a Children and Young People's Rights Scheme will ensure the effective monitoring and oversight of the implementation of the 'due regard' duty.

After publication of the first Scheme it may be revised as appropriate, or it may be republished without revision.

A phased approach to implementing and embedding the Scheme will be taken over the next 2 years.

What is the UNCRC?

The UNCRC is an international convention setting out the human rights of children (i.e. those aged 17 and under). It includes civil, political, economic, social and cultural rights, as well as direction to government on how to safeguard the survival, well-being, and development of children.

The text of the Convention on the Rights of the Child was approved by the Member States of the United Nations on 20th November 1989. On the 16th December 1991, the Government of the United Kingdom of Great Britain and Northern Ireland ratified the UNCRC and it came into force in respect of the United Kingdom on 15th January 1992. Since that date it has been binding on the UK government. Although the Council is not under the same obligation as the UK government, it has made the decision to commit itself to embedding the Convention as part of its policy framework.

The approach adopted by the City and County of Swansea is consistent with that of the Welsh Government. The 'Rights of Children and Young Persons (Wales) Measure 2011', was passed by the National Assembly for Wales on 18th January 2011 and approved by Her Majesty in Council on 16th March 2011. The Measure embeds consideration of the United Nations Convention on the Rights of the Child (UNCRC), and the Optional Protocols, into Welsh law. This is the first time that any government in the United Kingdom has been under a duty to have due regard to Children's Rights.

What is the duty on the Local Authority?

- (1) The Local Authority will incorporate and embed the UNCRC (1989) into the Council's Policy Framework and will have due regard to the requirements of –
 - (a) Part I of the Convention,

(b) Articles 1 to 7 of the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict, except article 6(2), and

(c) Articles 1 to 10 of the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography.

- (2) The Cabinet will have 'due regard' to the UNCRC (1989)
- (3) The Council will publish a Children's Rights Scheme which may be revised from time to time; and will receive an Annual Report on the Children and Young People's Rights Scheme which will report on: [a] implementation of the due regard duty; and, [b] promoting children's rights in Swansea.

How will we make sure that we comply with the duty to have due regard to the UNCRC?

Members and officers of the City & County of Swansea will ensure that they give due regard to the UNCRC when exercising their functions as laid out in this Scheme. This means ensuring that they give fair consideration to children's rights in all their work.

It is vital that the duty to have 'due regard' to the UNCRC is rooted alongside the wider arrangements of all impact assessments within the City and County of Swansea.

The UNCRC has been embedded within the existing Equality Impact Assessment (EIA) process. All reports presented to the Executive Group, Cabinet and Council undergo the Equality Impact Assessment process. This process is embedded into the corporate reporting protocol; therefore the most practicable way to embed the UNCRC (1989) due regard duty to ensure compliance with:

- The formulation of new policies or strategies for the Authority
- The review or amendment of existing policies or strategies for the Authority
- The development, confirmation, or amendment of operational decisions that rest within the remit of the Cabinet.

The Children and Young People's Rights Impact Assessment (CRIA)

The existing EIA process is a legal requirement and there are clear links between the UNCRC and the Equality Act 2010. A robust infrastructure has been developed internally within the City and County of Swansea, which includes a clear and concise EIA process together with guidance, advice and support and quality assurance mechanisms.

The process is co-ordinated by Access to Services Team.

The existing Equality Impact Assessment Screening and Report Forms has been amended to include specific reference to the following:

- Specific age groups to identify whether any proposal will impact upon those under the age of 18
- A new section within the EIA report form, specifically asking for details of:
 - how the proposal might impact on children and young people
 - how the proposal is designed or planned in the best interest of children and young people
 - any actions which will be taken to mitigate impact or to address identified gaps in knowledge.
- New guidance on both the UNCRC and how to approach the new report section

A point of central co-ordination has been established to deal with matters relating to the UNCRC.

This unit will screen and monitor the number of Impact Assessments processed and the actions taken to mitigate or address identified gaps in knowledge by providing support and guidance for departments.

Who is involved in ensuring the Local Authority complies with this duty?

In this section the specific arrangements to make sure that the Local Authority complies with the duty to have due regard to the UNCRC when exercising any of their functions, and the roles and responsibilities and set out below:

Cabinet Members

- They must have due regard to the UNCRC when exercising any of their functions and must be fully aware of the duty when they make their decisions; they are responsible for making sure that the City and County of Swansea comply with the duty
- They are responsible for the agreeing and monitoring the Children and Young People's Rights Scheme
- They will consider the progress made on the implementation of the Scheme as outlined in an annual progress report
- A Lead Member of the Cabinet has been identified who will exercise political leadership for the promotion of children and young people's rights under the UNCRC (1989)

Executive Board

- They must also have due regard to the UNCRC when exercising any of their functions and must be fully aware of the duty when they make their decisions; their work includes developing internal processes that will make sure staff comply with the duty
- This includes providing information and advice, developing tools and recording mechanisms to help staff to consider the UNCRC in their work and in their options and advice to Cabinet Members
- They will receive the annual progress report on the implementation of the Scheme and monitor progress as detailed in the action plan
- The Lead Director of People has been identified to work with the Lead Member to ensure that effective Member/Officer dialogue occurs to embed and promote children's rights and embed the UNCRC into policy and practice

Heads of Service

- Their responsibility includes ensuring that all staff, including themselves, have a suitable level of knowledge of the UNCRC and the implications of the Scheme on their area of work
- They will Act as 'Champions' of children's rights and to promote and raise awareness of the UNCRC in their service area to enhance rights based practice
- They will be responsible for ensuring that the options and advice that their staff include in the corporate reporting process is of good quality and has paid due regard to the UNCRC
- They will contribute to the annual progress report on the implementation of the Scheme and monitor progress as detailed in the action plan.

Local Authority Staff

- The City and County of Swansea staff support Cabinet and Council in having due regard to the UNCRC when make decisions, as they provide options and advice in relation to Council functions
- It is very important that staff give balanced consideration to the UNCRC, before they begin to develop policies or other pieces of work through the Equality Impact Assessment Process
- Training and awareness raising information will be given to staff to help them understand the UNCRC and how it impact upon their role

Promoting knowledge and understanding of the UNCRC

The City & County of Swansea is committed to continuing to educate and train staff, Councilors and Cabinet Members along with partner stakeholders. We will use the resources that we have developed via a suite of training to provide colleagues with knowledge and understanding of the UNCRC. We will help them understand the process they need to follow to comply with the due regard duty and to raise awareness and promote children's rights.

Raising Awareness and Training

The corporate training and development team brings together the different training tools and methods, and prioritises groups of staff for the training. This will include;

- Online training for staff
- Face to face training
- Expert training for targeted staff
- Training and awareness raising for other stakeholders

The Corporate Training Programme has identified a need for a whole authority approach around Safeguarding Children and Young People training. As there is a cross over with the 'best interests' principle articles of the UNCRC this training programme has been developed to cross reference the safeguarding principles with these articles.

Alongside this a training programme will run for key members of staff looking at how to complete the revised Equality Impact Assessment forms and an update on the Equality Act 2010 as again there is a vast cross over with the 'non-discrimination' articles of the UNCRC.

A dedicated UNCRC web resource will be available on the intranet for colleagues to access; this includes Frequently Asked Questions (FAQs), information sheets, the full legislation documentation and the full articles of the UNCRC, alongside a variety of external children's rights websites.

Promotion and understanding of the UNCRC for children, young people and their parents/carers will be delivered through existing mechanisms such as the Big Conversation, Swansea's Youth Forum and the Rights Respecting Schools Award, Children and Young People's Disability Strategy group. This will include raising awareness of actions they can take if they think the City & County of Swansea has not paid due regard to the UNCRC and where they can go for help and support in such matters.

Accountability and Compliance

To ensure the effective monitoring and oversight of the implementation of the 'due regard' duty, the development and publication of an annual progress report on the phased implementation of the Children and Young People's Rights Scheme is required, this will include an action plan outlining training and development activities for the year informed by the annual progress report.

A children and young people monitoring group will work with officers to produce the annual progress report looking at the activity that has been undertaken to ensure the Council pays due regard to the UNCRC.

The annual progress report will be submitted to Cabinet, the Programme Scrutiny Board, and Council prior to publication.

From an external perspective, a partnership between the City and County of Swansea and Wales Observatory has been established.

The remit of this external monitoring process has been developed and a protocol of understanding established to ensure that this relationship is based on mutual trust, co-operation and that of a 'constructive partner for change'.

The Observatory have a clear role in assessing the application of the UNCRC due regard duty within the City and County of Swansea and is able to make representation to relevant parties both within and outside the City & County of Swansea within this context.

Reporting on Compliance with the duty

Under the Scheme the Council is committed to publishing an annual progress report on Children and Young People's Rights outlining the following in two main sections:

- (A) Implementation of the Due Regard Duty - In this section progress of the implementation action plan shall be reported on including;
- Actions taken a political level to respond to the challenges of children and young people's rights in Swansea
 - Actions taken by Chief Officers to support their colleagues as they seek to ensure compliance with children and young people's rights, as set out in the Policy Framework
 - Reviews and revisions to existing policies and strategies to make them compliant with the provisions of the UNCRC (1989)
 - Outputs and outcomes of the Authority's efforts to develop more fully and promote the concept of children's and young people's rights and responsibilities

- Development of relevant Officer structures to promote and embed children and young people's rights
- Examples of projects, programmes and initiatives which are promoting: participation; the engagement of children and young people in service development and delivery; and processes to enable children and young people to query the Authority should they consider that the rights to which they are entitled under the UNCRC (1989) are not being met

(B) Promoting Children and Young People's Rights in Swansea – In this section of the following shall be reported;

- Processes and actions which enable the Council to promote knowledge and understanding amongst children and young people, and the general public in Swansea, of the UNCRC (1989)
- Participation processes and structures that enable children and young people's voices to be heard by the Authority
- Educational and awareness raising initiatives focused upon developing and promoting children and young people's understanding of the relationships between rights and responsibilities
- Action taken within the Authority at Chief Officer, managerial, and operational levels to ensure that planning, policy development and service provision is compliant with the UNCRC (1989)
- Action taken to foster greater co-operation with agencies, partnerships and networks beyond the Authority to promote knowledge and understanding of the UNCRC (1989)
- Resources identified to support, and arrangements for the provision of a pan-Authority children and young people's rights awareness raising programme.

Outcomes and Evidence

Performance measures incorporating the points above have been developed, with key milestones identified that clearly identify progress targets, responsible Officers and Departments/ Directorates which require further development to raise awareness of children and young people's rights in Swansea.

This will formulate the annual progress report on the due regard duty for embedding the UNCRC into the local authority policy framework and inform objectives which will be measured annually within the annual action plan.

Work will be evidenced by the introduction of new processes such as the Children's Rights Impact Assessment for new policies and initiatives, but operational process will in most cases remain. Qualitative evidence in the form of case studies will be gathered from different areas across the council on the work they have carried out to embed the UNCRC. This will be

reviewed on a rolling basis as it is not practical to apply this to all Council services at once, therefore a phased approach will be taken.

Feedback and Complaints

What can children and young people (or their representatives) do if they think the Local Authority has not paid due regard to the UNCRC?

The City and County of Swansea recognises that in order to meet local needs and concerns the monitoring of complaints is a valuable resource in its requirement to continually improve services. Complaints arise for varying reasons; some simply require an explanation, others are keen to ensure that problems encountered are not repeated. Full details of the Complaints Policy and Procedure can be found at <http://www.swansea.gov.uk/complaints>

If children and young people feel that the City and County of Swansea has not considered children's rights when making decisions that affect their lives, they may, individually or in a group, wish to contact the City and County of Swansea to raise the issue.

Support for children and young people who want to complain about or challenge the Local Authority

When children and young people, as an individual or as a group, want to challenge the City & County of Swansea, they can be supported by:

- Any adult that they trust and who is able to spend time supporting them. This could be a relation, a friend or a professional who works with them
- One of the local advocacy providers who could provide support and advice to children and young people. In the main these tend to focus on providing information and advocacy for children and young people who are considered to be vulnerable
- The Children's Commissioner for Wales who can provide advice, representation and assistance to children and young people who may wish to challenge decisions.
<http://www.childcom.org.uk/>
- CLIC, the National Information and Advice service for Young People (11-25) in Wales which is an online channel offering information, news and advice for all young people aged 11 to 25
<http://www.cliconline.co.uk/en/info/law-rights/your-rights/>
- Meic an Advocacy and Advice helpline for children and young people in Wales.
<http://www.meiccymru.org/about.php>

Glossary of Terms

Advocacy – Advocacy is speaking up for children and young people. Advocacy works by empowering children and young people to make sure that their rights are respected and their views and wishes heard at all times, representing the views, wishes and needs of children and young people to decision makers, and helping them navigate the system.

Due Regard - This means to give a fair consideration to and give sufficient attention to all of the facts.

Legislation – Laws

Optional Protocols – These are called “optional” because it is optional for States who have agreed to be bound by the UNCRC to agree to be also bound by the rights and obligations in the Protocols. The first of these relates to the involvement of children in armed conflict, and the second relates to the sale of children, child prostitution and child pornography. The UK has agreed to be bound by both of these.

Policy – A plan or course of action intended to influence and determine decisions, actions, and other matters.

Seven Core Aims – The Welsh Government’s seven core aims for children and young people summarise the United Nations Convention on the Rights of the Child (UNCRC) and form the basis for decisions on priorities and objectives nationally. They should also form the basis for decisions on strategy and service provision locally. The seven core aims state that all children and young people:

- (1) Have a flying start in life;
- (2) Have a comprehensive range of education and learning opportunities;
- (3) Enjoy the best possible health and are free from abuse, victimisation and exploitation;
- (4) Have access to play, leisure, sporting and cultural activities;
- (5) Are listened to, treated with respect, and have their race and cultural identity recognised;
- (6) Have a safe home and a community which supports physical and emotional wellbeing;
- (7) Are not disadvantaged by poverty.

UN Committee – The Committee is established under article 43(1) of the Convention for the purpose of examining the progress made by State Parties towards its implementation. The Committee is composed of ten experts in the areas covered by the Convention, who are elected to the Committee by the States which are parties to the Convention.

UNCRC – **The United Nations Convention on the Rights of the Child** is an International Convention developed and agreed by the United Nations. 190 out of 192 states have ratified it, making it very important internationally. It has two Optional Protocols which have also been ratified by the UK. In the convention and the two protocols there are approximately 58 rights of children and obligations placed on Government and others. It recognises the development and vulnerabilities of children and places obligations on states and their agents to enable children to realise their rights. A full list of the articles is listed on page 13.

Article 1 Everyone under 18 years of age has all the rights in this Convention.

Article 2 The Convention applies to everyone whatever their race, religion, abilities, whatever they think or say and whatever type of family they come from.

Article 3 All organisations concerned with children should work towards what is best for each child.

Article 4 Governments should make these rights available to children.

Article 5 Governments should respect the rights and responsibilities of families to direct and guide their children so that, as they grow, they learn to use their rights properly.

Article 6 All children have the right of life. Governments should ensure that children survive and develop healthily.

Article 7 All children have the right to a legally registered name, the right to a nationality and the right to know and, as far as possible, to be cared for by their parents.

Article 8 Governments should respect children's right to a name, a nationality and family ties.

Article 9 Children should not be separated from their parents unless it is for their own good, for example if a parent is mistreating or neglecting a child. Children whose parents have separated have the right to stay in contact with both parents, unless this might hurt the child.

Article 10 Families who live in different countries should be allowed to move between those countries so that parents and children can stay in contact or get back together as a family.

Article 11 Governments should take steps to stop children being taken out of their own country illegally.

Article 12 Children have the right to say what they think should happen, when adults are making decisions that affect them, and to have their opinions taken into account.

Article 13 Children have the right to get and to share information as long as the information is not damaging to them or to others.

Article 14 Children have the right to think and believe what they want and to practice their religion, as long as they are not stopping other people from enjoying their rights. Parents should guide their children on these matters.

Article 15 Children have the right to meet together and to join groups and organisations, as long as this does not stop other people from enjoying their rights.

Article 16 Children have a right to privacy. The law should protect them from attacks against their way of life, their good name, their families and their homes.

Article 17 Children have the right to reliable information from the mass media. Television, radio and newspapers should provide information that children can understand, and should not promote materials that could harm children.

Article 18 Both parents share responsibility for bringing up their children, and should always consider what is best for each child. Governments should help parents by providing services to support them, especially if both parents work.

Article 19 Governments should ensure that children are properly cared for, and protect them from violence, abuse and neglect by their parents or anyone else who looks after them.

Article 20 Children who cannot be looked after by their own family must be looked after properly, by people who respect their religion, culture and language.

Article 21 When children are adopted the first concern must be what is best for them. The same rules should apply whether the children are adopted in the country where they were born or taken to live in another country.

Article 22 Children who come into a country as refugees should have the same rights as children born in that country.

Article 23 Children who have any kind of disability should have special care and support so that they can lead full and independent lives.

Article 24 Children have the right to good quality health care and to clean water, nutritious food and a clean environment so that they will stay healthy. Rich countries should help poorer countries achieve this.

Article 25 Children who are looked after by their local authority rather than their parents should have their situation reviewed regularly.

Article 26 The Government should provide extra money for the children of families in need.

Article 27 Children have a right to a standard of living that is good enough to meet their physical and mental needs. The Government should help families who cannot afford to provide this.

Article 28 Children have a right to an education. Discipline in schools should respect children's human dignity. Primary education should be free. Wealthy countries should help poorer countries achieve this.

Article 29 Education should develop each child's personality and talents to the full. It should encourage children to respect their parents, and their own and other cultures

Article 30 Children have a right to learn and use the language and customs of their families, whether these are shared by the majority of people in the country or not.

Article 31 All children have a right to relax and play, and to join in a wide range of activities.

Article 32 The Government should protect children from work that is dangerous or might harm their health or their education.

Article 33 The Government should provide ways of protecting children from dangerous drugs.

Article 34 The Government should protect children from sexual abuse.

Article 35 The Government should make sure that children are not abducted or sold.

Article 36 Children should be protected from any activities that could harm their development.

Article 37 Children who break the law should not be treated cruelly. They should not be put in prison with adults and should be able to keep in contact with their families.

Article 38 Governments should not allow children under 15 to join the army. Children in war zones should receive special protection.

Article 39 Children who have been neglected or abused should receive special help to restore their self respect.

Article 40 Children who are accused of breaking the law should receive legal help. Prison sentences for children should only be used for the most serious offences.

Article 41 If the laws of a particular country protect children better than the articles of the Convention, then those laws should stay.

Article 42 The Government should make the Convention known to all parents and children.

Agenda Item 8

Report of the Convener of the Inward Investment Scrutiny Inquiry Panel

Scrutiny Programme Committee – 4 August 2014

INWARD INVESTMENT SCRUTINY INQUIRY – FINAL REPORT

| | |
|---------------------------------------|--|
| Purpose | To present the final report for the scrutiny inquiry into inward investment entitled 'open for business' |
| Content | The final report is attached which concludes the inquiry. |
| Councillors are being asked to | a) Agree the report for submission to Cabinet b) Identify any issues that might be emphasised as the report is presented to Cabinet c) Consider whether any issues arising merit inclusion in the future scrutiny work programme |
| Lead Councillor | Councillor Jeff Jones, Convener |
| Lead Officer and Report Author | Michelle Roberts, Scrutiny Officer michelle.roberts@swansea.gov.uk 01792 637256 |

1. Details

1.1 The final report arising from the Scrutiny Panel's inquiry into 'How can we increase inward investment to Swansea and regionally to South West Wales?' is presented to the Committee for agreement. The attached report presents the conclusions and recommendations arising from the inquiry and is structured in the following way:

- Foreword
- Inquiry Summary
- Aims of the Inquiry
- Evidence Considered
- Conclusions
- Recommendations
- Acknowledgements
- About the Inward Investment Inquiry Panel

1.2 The Scrutiny Programme Committee are asked to agree the report for submission to Cabinet. In considering the report the Committee should satisfy themselves that:

- Sufficient evidence has been gathered in order to address the question that the inquiry aimed to answer;
- The conclusions of the panel are supported by the evidence gathered by the Panel;
- The recommendations of the Panel follow from their conclusions and are reasonable, achievable and capable of being actioned and monitored.

If the Committee have any issues with regard to the content of the report, these will need to be referred back to the Panel for further consideration prior to the report being re-presented to the Committee.

- 1.3 In considering the report the Committee may wish to emphasise aspects of the Inquiry to Cabinet. Points of this type can be included on the covering report that goes to Cabinet and will be attributed to the Committee.

2. Legal Implications

- 2.1 There are no specific legal implications at this stage.

3. Financial Implications

- 3.1 There are no financial implications to this report. Any potential implications will be outlined in the Cabinet response.

Background Papers: see attached report

Date: 29/07/2014

Legal Officer: Nigel Harvard
Finance Officer: Carl Billingsley
Equality Officer: Phil Couch

‘Open for Business’

How can we increase inward investment to Swansea and the city region?



**An Inquiry by the Inward Investment Inquiry Panel
City and County of Swansea - Dinas a Sir Abertawe**

June 2014



Why This Matters

Councillor Jeff Jones (Convener)



Conveners Foreword

We would like to start by emphasising the many qualities Swansea has to offer including most obviously the beautiful location and the good quality of life enjoyed here. Swansea also has many assets that could potentially encourage investment to the area like for example superfast broadband, good transport links, relatively low property and rental costs, a large ready labour force and facilities for training, research and development through our Universities and colleges locally.

However, it is clear work needs to be done to pro actively encourage investment and currently resources to do this are limited. Potentially this could be addressed through the new City Regions model. We must sell ourselves more and we need to work more with organisations and businesses to increase our resource and skills base to take advantage of the economic upturn. Encouraging inward investment and job creation will go a long way in tackling poverty in the locality.

We hope the impact of this report will be two fold:

- An improvement in the processes across the region in particular in relation to organisations working together to deliver on improved inward investment opportunities and to develop a brand and sell Swansea and the region on a global stage.
- An improvement in outcomes by increased investment in the region from organisations that are going to bring the maximum benefit to Swansea.

I would like to thank all those people have contributed to this inquiry included those people who gave their views via our survey.

Summary

1. Inquiry key question

How can we increase inward investment to Swansea and the city region?

2. Evidence Considered

- Planning Department
- Swansea Bay Future/A Bay of Life
- Q&A with Cabinet Member for Regeneration
- City Regions with Head of Regeneration and Planning
- Business Improvement District (BID)
- Results from the Panels survey with local business, councillors and staff
- South Wales Chamber of Commerce
- Business Support Wales (Wales Government)
- Prof Marc Clement, Swansea University
- Visit to Life Sciences at University
- Gerald Kelly, General Manager, Sony UK

3. Conclusions

- 3.1 We must ensure we have a clear strategy across the City Region that is accountable to Councillors and outlines what Swansea and the region will look like in 5, 10 and 25 years from now.
- 3.2 The Council's Policy Commitments are correct the Panel throughout this inquiry have made some suggestions for how these can be delivered.
- 3.3 We need to better understand our 'offer' in Swansea and also what it will be across the City Region.
- 3.4 We must work to overcome or mitigate the affect of barriers to investment. Resources will need to be invested to enable the city region to be more proactive.
- 3.5 We need to ensure we are welcoming and quick to respond to business queries and investment opportunities.
- 3.6 Building relationships and working more closely with other organisations and the business community will be key to success in attracting business in the future.
- 3.7 We must be more proactive at targeting potential inward investors.
- 3.8 We need to encourage and develop more entrepreneurship locally.
- 3.9 We must be more social and digital media savvy.
- 3.10 We have to learn from good practice and what works elsewhere.
- 3.11 We must market our successes and raise the profile of Swansea (and the south west region) both to people locally and more widely.

4. Recommendations

The Panel recommends to Cabinet that:

In relation to City Regions model

- 4.1 It ensures there is a clear mechanism in place within the City Regions Strategy that will make it accountable to local Politicians.

- 4.2 The City Region has a clear and positive brand that will be recognisable globally.
- 4.3 The City Region develops an effective support network including allocating resources to do pro active work around seeking inward investment.
- 4.4 The City Region maps the services that are available to businesses across the region. Work needs to be undertaken to develop relationships with those services in order to avoid duplication and to use resources other than the Councils that are available.
- 4.5 A single contact point for business/investment inquiries is introduced (this does not necessarily need to be the local authority but must be commercially aware).
- 4.6 Look at good practice in other Local Authorities/regions/countries and how it is developed and implemented.
- 4.7 It develops measures and targets that will drive and monitor success and ensure these are monitored on a regional and Swansea basis.

In both Swansea and the City Region

- 4.8 Successes in Swansea and the region are publicised to raise the profile of Swansea (and the region) to people locally and more widely.
- 4.9 It develops user friendly policies and practices which are welcoming and enable a quick response to investor queries.
- 4.10 Take active steps to make better use of social and digital media by developing a digital media strategy around business and investment issues.
- 4.11 The concept of developing a *portfolio of offerings* is investigated.

In Swansea Council

- 4.12 It develops a tool that can be used to *keep in touch* and work with the business community now the Business Forum has ceased.

Main Body of the Report

1. Aim of the Inquiry

Key Question:

'How can we increase Inward Investment to Swansea and the city region?'

Inquiry sub questions:

1. What are the key factors to attracting business to Swansea and the region?
2. How do we support small businesses and entrepreneurship locally and regionally?
3. What is Swansea's key business base? Do we target particular business sectors to invest?
4. Is the Growth Strategy for Swansea Bay City Region reflective of the needs of Swansea?
5. What will we be doing in relation to delivering the strategy?
6. How do we work across the region to deliver on aspirations?
7. What are the barriers? What stops inward investment?
8. How well do we work together with partners and other organisations in order to facilitate inward investment?
9. Do we have skills locally and regionally to encourage business to locate here?
10. Do we offer any incentives in order to encourage inward investment?
11. Transport links...high speed line and how they affect potential of inward investment?

2. Evidence Considered

The following evidence was considered by the Panel between 31 October 2013 and 3 June 2014

| Date | Evidence considered |
|-----------|---|
| 31 Oct 13 | Planning Department |
| 14 Nov 13 | Swansea Bay Future/A Bay of Life |
| 16 Jan 14 | <ul style="list-style-type: none">• Q&A with Cabinet Member for Regeneration• City Regions with Head of Regeneration and Planning |
| 30 Jan 14 | <ul style="list-style-type: none">• Business Improvement District (BID)• Results from the Panels survey with local businesses, councillors and staff |
| 17 Feb 14 | South Wales Chamber of Commerce |
| 19 Feb 14 | Business Support Wales (Wales Government) |
| 30 Apr 14 | Prof Marc Clements, Swansea University |
| 20 May 14 | Visit to Life Sciences at University |
| 3 June 14 | Gerald Kelly, General Manager, Sony UK |

3. Conclusions

The Panel looked to address the key inquiry question ‘How can we increase inward investment to Swansea and the city region?’ and concluded that:

- 3.1 We must ensure we have a clear strategy across the City Region that is accountable to Councillors locally and outlines what Swansea and the region will look like in 5, 10 and 25 years from now.**
- 3.1.1 Planning is required for sustainable growth not only in the short term but in the medium and long term. The Panel agreed with the Cabinet Member recognising this will require a longer term overarching strategy, not only for Swansea, but for the region and this is being progressed via the City Regions model. The Panel were keen to emphasise the importance of looking after Swansea’s interests within this regional context.
- 3.1.2 Evidence has shown success in this area is closely intertwined with other strategies like Unitary Development Plan¹, Destination Plan², Regeneration and the Sustainable Swansea Plan³. Planning across the organisation and with our partners will be vital in to making progress in encouraging inward investment.
- 3.1.3 The Panel heard from the Cabinet Member that accompanying the new City Region, an economic regeneration strategy has been created which has strategic aims and themes. These will be delivered by cross-border teams involving the private sector and high/further education establishments and builds on the Swansea 2020 Plan.

Vision for the region

By 2030, South West Wales will be a confident, ambitious and connected European City Region, recognised internationally for its emerging knowledge and innovation economy.

Strategic Aims

1. *Business growth, retention and specialisation*
2. *Skilled and ambitious for long term success*
3. *Maximising job creation for all*
4. *Knowledge economy and innovation*
5. *Distinctive places and competitive infrastructure*

Plus cross cutting themes such as Tourism

Swansea Bay City Region Economic Regeneration Strategy 2013 – 2030⁴

- 3.1.4 GVA (Gross Value Added) growth (the primary indicator used to measure an economy’s overall performance) in South West Wales has been consistently below that of the UK and Wales over the past two decades - in 2010 it was 77% of the UK average equivalent to only 94% of the Welsh level. We need to recognise there is a change in structural makeup of the economy in this locality.

This productivity deficit matters - we are losing ground to the rest of Wales and the UK. Over time we will become less wealthy than our neighbours.

Swansea Bay City Regions website

¹ Unitary Development Plan - [link](#)

² Destination Plan - [link](#)

³ Regeneration and the Sustainable Swansea Plan - [link](#)

⁴ Swansea Bay City Region Economic Regeneration Strategy 2013 – 2030 - [link](#)

- 3.1.5 The Swansea 2020 – Swansea’s Economic Strategy says...
- Swansea has a performance gap to close...compared with the situation in the UK, Swansea suffers from substantial Output and Productivity gaps
 - Swansea suffers from a considerable enterprise deficit and lack of businesses – the wealth generators of an economy
 - Need to increase the numbers of entrepreneurs – currently only 8.1% of Swansea workforce is self employed compared to 12.7 across the UK
 - Inward investment is highlighted as one of the key project ideas for the new Swansea Bay City Region and its Economic Growth Strategy
- 3.1.6 There has been a movement from heavy industry to service sector and this has been reflected in the earning potential, GVA and GDP, in Swansea. It is therefore vital we consider how we want Swansea to look in the future and plan for that now. We must look at who we want to attract and especially which sectors will benefit us most of all.
- 3.1.7 Cities and regions across the UK are actively competing with each other to attract foreign and domestic firms to their areas. Ignoring this activity could result in little interest being shown in the region by new and expanding companies resulting in fewer jobs and the danger of a knock-on effect to the supply chain activity of those firms already here.
- 3.1.8 The Panel did recognise that given limited monies the balance between what is spent to encourage inward investment and the benefits achieved need to be clear, and this could be a ‘spend to save issue’. Resources for taking inward investment forward will need to be considered by all involved across the new City Region.

We are not Cardiff and nor should we try to be we have our own strengths’
Quote from Russell Greenslade from BID

- 3.1.8 The lack of a regional development agency in Wales and their recent demise in England has meant that many City Regions such as Manchester, Birmingham, Leeds are creating their own presence in this particular market place by developing their own inward investment brands and agencies.
- 3.1.10 Selling Wales as a place to invest and the demise of the Welsh Development Agency (WDA) was highlighted as an issue. The Panel questioned how the gap the WDA has left in Wales was being filled and how Wales is being sold globally? The Panel understood there is a unit in the Wales Government dealing with Inward Investment but felt it does not have the profile and proactive momentum that was previously displayed by the WDA. Given this situation the importance of Swansea Bay Region developing a clear identity and being proactive was emphasised by the Panel.
- 3.1.11 The Panel also recognise it can be a ‘tightrope’, working regionally whilst ensuring we also look after Swansea’s interests in the regional context.
- 3.1.12 The Panel were concerned about where we lie in the chain with Westminster and Welsh Government in relation to large investment referrals. They had questions which were difficult to answer including ‘Are we at the end of the chain? Is there anything we can do about that?’

3.1.13 The Panel did invite a representative from the Wales Government to a meeting to discuss their current work and the future plans around inward investment matters but they were unwilling to attend. The Panel were particularly interested in seeking their advice and guidance in relation to the interface with local authorities and the new city region bodies.

3.1.14 The Panel met with Professor Marc Clement and later visited the Institute of Life Science at Swansea University where they were extremely impressed with what they heard and saw. Particularly around the number of companies working with the university, its planned development and its huge potential for drawing investment into the area. The Institute is working closely with a number of public and private sector organisations including the local authority. This partnership working has been central to its success over the 10 years since the projects inception.

To create a sustainable Institute which advances medical science through research and innovation for the benefit of:

- *Human Health through improved prevention and treatment of disease*
- *The knowledge economy in Wales by linking scientific and medical advancement to wealth creation*

Institute of Life Sciences - Vision

The impact of the project has been substantial and continues to develop. Life Science 1 has been involved in the creation of 207 jobs to date, and Life Sciences 2 has created 462 jobs as at April 2014.

The University's work with Sony UK to develop an alternative manufacturing strategy has also been highlighted as an exemplar of good practice.

3.1.15 The Panel discussed with the Head of Economic Regeneration & Planning some of the potential projects that were being considered by the Swansea Bay City Region Board⁵. The Panel was interested to see the breadth of ideas coming forward, recognising the Panel had found many of the issues raised throughout their inquiry and have through recommendations highlighted to Cabinet the areas they, particularly, would support.

3.1.16 The issue of accountability of this new regional body was discussed particularly in relation to the accountability arrangements within individual local authorities.

3.1.17 The Panel have made recommendations to address the issues around strategy development which ask Cabinet within their role in the City Region to:

- Ensure there is a clear mechanism in place within the City Regions Strategy that will make it accountable to local Politicians.
- The region has a clear and positive brand that will be recognisable globally.
- Develop measures which will monitor success and these are monitored on a regional and Swansea basis.

3.2 The Council's Policy Commitments are correct the Panel throughout this inquiry have made suggestions for how these can be delivered

⁵ Swansea Bay City Region Board membership - [link](#)

3.2.1 The Panel were pleased to see a number of Swansea Council policy commitments⁶ relating to inward investment and will look with interest at how these develop and link across the City Regions, especially over the coming year, when they will they be tracking the impact of this scrutiny inquiry.

- *Swansea will work with social partners and the business community to promote Swansea Bay City Region positively; to attract investment and create the right conditions for jobs, businesses and wealth, so that it can increase the wider economic and social wellbeing of all. This is one of the Council's top priorities.*
- *Swansea Council will work closely with the city's two universities, local colleges, the Welsh Government and other partners to develop a 'Creative City Region' strategy and build Swansea as a science, technology and creative capital, developing a dynamic knowledge-based economy and increasing science-based employment, education and training for the city.*
- *Swansea is now a service-led economy. Given the city's natural and human resources, opportunities will exist to attract investment, grow businesses and create jobs in key sectors such as green energy, quality tourism, high value manufacturing, life sciences, ICT and creative industries. Swansea Council will work with the Welsh Government and key partners in the City Region such as industry, our universities, colleges and other local authorities to exploit those opportunities.*
- *Swansea Council will put a commitment to sustainable development at the heart of its planning policies*
- *Swansea Council will develop and implement a quality sustainable tourism action plan to maximize the economic benefit for the city.*

City and County of Swansea Policy Commitment Statement 26 July 2012

3.3 We need to better understand our 'offer' in Swansea and also what it will be across the City Region

3.3.1 We must understand and be clear about what our 'offer' is here in Swansea and across the Swansea Bay City Region. It is essential to continually assess the strengths, weakness, opportunities and threats to Swansea and the City Region. The Panel agreed with the Cabinet Member that we must be realistic about what we can and can not achieve and target the right sectors building upon and using the strengths and opportunities identified. We must also understand where our areas of weakness are and work to mitigate them wherever possible.

3.3.2 The Panel have found the region has many strengths including:

- Advanced manufacturing and materials, farming, tourism and food
- Emerging strengths in life sciences and creative industries
- Digital media, innovative research and development activities linked to higher and further education
- Key employers like Tata, Admiral, Virgin, Amazon and Toyoda etc
- Track record in collaboration including existing partnerships in the region
- Outstanding natural environment, leisure, culture and sport

3.3.3 The Panel found Swansea has much to offer potential investors including:

- A large strong available local labour force that tends to be loyal and adaptable (Swansea Bay region workforce of approximately 250,000)

⁶ Swansea Policy Commitment Statement 26 July 2012 - [link](#)

- Strong and progressive academic and higher education sector
- Relatively low costs compared to some other parts of the UK
- Good work life balance
- Commuting to work easier than some areas
- Land and premises available

3.3.4 Some challenges were also identified including for example:

- Lack of a regional development agency
- Competition from other regions
- Financial resources to promote Swansea Bay City Region
- The volatility of the economic climate currently
- Improving the perception of Swansea i.e. as a place to do business.

3.3.5 Transport and the distance from Swansea to London and international airports had been raised as an issue but the Panel were encouraged to hear from Marc Clement that travel distances of 2 to 3 hours to a main airport was not a big concern and that people travel much further in other parts around the world to reach a main international airport. The Panel also noted that importantly the rail electrification will help with travel times to London and those international airports.

3.4 We must work to overcome or to mitigate the affect of barriers to investment. Resources will need to be invested to enable the city region to be more proactive.

3.4.1 The Panel believe that we must play to our strengths but understand and address Swansea's areas of weakness where necessary. Two of the most significant barriers identified were around perceptions of Swansea and resources available to support inward investment activity.

3.4.2 Perceptions of Swansea

The Panel found that there can be a negative perception about Swansea being a *difficult place to do business* which came through strongly in the evidence gathering. Addressing these negative perceptions of Swansea is important and particularly in relation to the Planning application process.

Swansea needs to be a 'can do' place to do business this includes for example having a straightforward single point of contact to do business.

Quote from Russell Greenslade from BID

3.4.3 The Panel was concerned about the negative perception of Swansea as a difficult place to do business. It expressed concern about evidence highlighting Swansea was, at times, unwilling or unable to meet, not getting 'right' people together, not using wider skills set from both inside and outside the authority, promising but not delivering, giving out confused messages from different parts of authority and the goalposts being moved in relation to Planning applications.

3.4.4 Resources available

The Panel were informed, unlike England, economic development and regeneration including inward investment is a non-statutory activity in Wales. The Panel were in agreement that it is vital to the wellbeing of the area. Cities

and regions across the UK are actively competing with each other to attract foreign and domestic firms to their area. The Panel took the view that ignoring this activity could result in little interest being shown in the region by new and expanding companies resulting in fewer jobs and then there was a danger of a knock-on effect to the supply-chain activity of those firms already here.

Investment decisions are seldom based solely on grant. Location, quality of accommodation, connectivity and living standards are all equally important. Swansea's present arrangements do not require a significant spend nor dedicated inward investment team. As a nation (Wales) and local level the current level of new investment is insufficient to become transformational to our economy, but becoming more self-determinant in this market places needs more resources than the current passive approach requires.

For the Swansea Bay City Region, the mechanisms need to be in place to respond to interest, especially now that investor confidence is reportedly returning. This will mean continuing to work with Welsh Government but also developing its own resources and unique selling points. The scale of operation required necessitates a regional approach and partnership in order to present a regional offer.

Inward Investment Inquiry Briefing Note

- 3.4.5 The Panel were informed that when a substantial opportunity presents itself a team of staff are pulled together from relevant departments across the Council to respond.
- 3.4.6 The Panel found there was a clear need to be more proactive in encouraging investment but this will require a greater resource across the region than is currently available. As the economy improves Swansea needs to be ready to meet the aspirations and expectations of those investors who are most likely to invest. Members also believed organisations outside the Council could be used more in the delivery of improvements in this area including for example Business Wales, Business Improvement District etc. This would help to negate the affect/financial implications on the local authorities across the region.
- 3.4.7 It was also recognised that the Council's corporate aims and priorities identify the importance of working with partners and businesses to attract investment, jobs and business wealth as part of the drivers to tackle poverty, economic inactivity and unemployment.
- 3.4.8 The Panel were informed that one of the ideas being considered by the City Region Board is the formation of a new Swansea Bay City Region Inward Investment Team to act as a delivery vehicle for investment. This will mean a dedicated, conveniently and co-located staff team with its own operational and promotional budgets. The team would, if approved, report to a Swansea Bay City Region Board be made up from representatives of participating local authorities, other public sector organisations and private sector companies. It is essential that they are commercially aware.
- 3.4.9 The Panel met with the General Manager, Sony UK. He was able to provide a perspective from the viewpoint of an industrialist who has worked for a company which has operated in the region for a number of years, and who has also worked in partnership with others, particularly the University. He was able to

share his experience and views about Swansea future development and investment potential. Three key salient points the Panel took from this included:

Medium term planning is essential. Should not be hampered by political terms but clearly defined plan over a clearly defined period. Focused on what can be done in the medium term. Currently approach is too diverse, has a 'scatter gun' approach, it needs to be clearly focused and target activities based on outcomes as identified in the plan. Must be clear about where Swansea wants to be in 5 years time, must define in detail what the plan actually means in practice and what will be the indicators of success. It will need commitment and strong leadership to drive the plan forward, particularly through any difficult patches. It cannot be to risk adverse. It will need a shift/culture change from managers to leaders, because leadership is about delivery.

Must set targets to drive developments, they need to be clearly focused on delivering outcomes and you must be able to hold people to account for the delivery of the plan.

Important to identify the 'tradables' those things Swansea has that will be of use to potential investors. Those for Swansea include for example its location and access to academia. A *Portfolio of offerings* could be developed that is made available to potential investors. These are all the different kind of assets that the authority has all brought together in one place for ease of access and to help sell the city to potential investors.

3.5 We need to ensure we are welcoming and quick to respond to business queries and investment opportunities

Need to have a single vehicle that represents the face of the region with all the knowledge of the region and assets that it represents on show and available to potential investors...one single front door.

Professor Marc Clement, Institute of Life Science, Swansea University⁷

- 3.5.1 We must understand Swansea (and the region) from *an outsider looking in* perspective thus getting a potential investor's viewpoint. We must ensure we have user friendly policies and practices within the Council; that we are working across the organisation. Despite improvements there still needs to be more joined up working across the Council to show that we are willing to use expertise in organisations wider than the Council.
- 3.5.2 From the evidence gathered it was suggested that one of the hurdles to potential investment was lack of direction with people not knowing where to go to access more information or provision of a service. The idea of a single contact point where the caller can discuss the issues with a trained individual needs exploring. This would include signposting people to any of the relevant organisations that would assist them and would not necessarily need to be managed by the local authority. The Panel has found interest shown by other organisations to carry out this role.

⁷ Professor Marc Clement, Institute of Life Science, Swansea University - link

3.5.3 The Panel was interested to hear Swansea has developed a portal to capture investor/business related enquiries that may be sent via the Council’s website and to direct those queries/enquiries to the most appropriate department to answer them. Although the Panel felt this could be extended wider to involve our partner organisations.

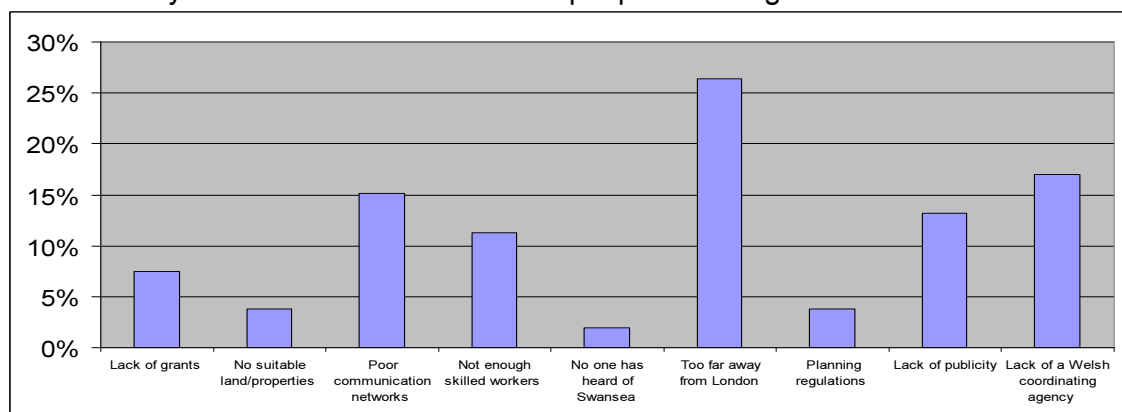
3.5.4 The Panel also found there are a number of organisations dealing with business related matters across the region with a potential for duplication. This could be confusing for possible investors and the Panel agreed service mapping of the area was required.

3.5.5 The Panel have made recommendations to address these issues which ask Cabinet in their capacity within the City Region to take active steps to:

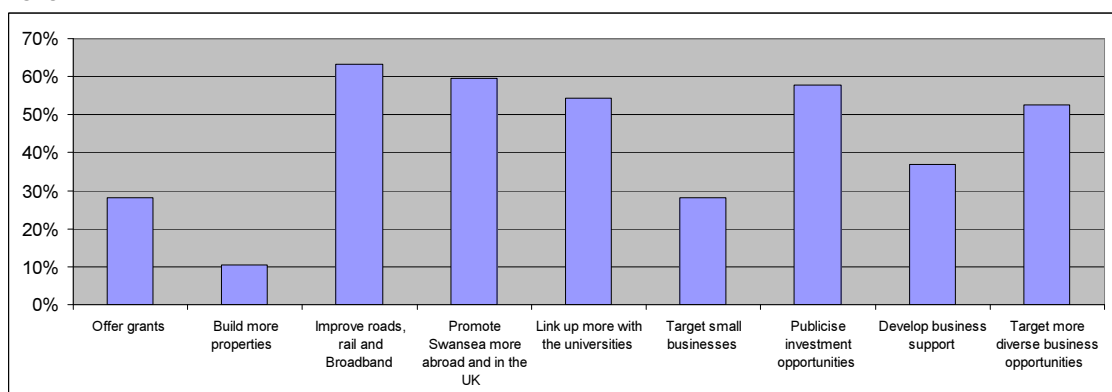
- Develop an effective support network including allocating resources to do pro-active work around seeking inward investment.
- Map the services that are available to businesses across the region and work to develop relationships with those services in order to avoid duplication; and use all the resources wider than the Councils.
- A one stop contact point for business/investment inquiries is introduced
- Investigate developing a *portfolio of offerings*.

Some results from the Inward Investment Survey which ran online for two months between October and December 2013. A total of 59 responses were received from Swansea councillors, partner organisations, business community and Swansea council staff.

1. What do you think is the main barrier to people investing in Swansea?



What do you think Swansea and the region need to do in order to attract investment here?



2. What do you think are Swansea (and the regions) strengths (top 10)?

| | |
|--|--|
| 1. Environment/green spaces/parks | 2. Good education facilities |
| 3. Skilled workers and ready workforce | 4. Ocean/coastline |
| 5. Low property/land costs | 6. Exposure gained from Swansea Football |
| 7. Good transport services | 8. Lots of opportunities for business |
| 9. Tourism | 10. Friendly people |

4. What do you think Swansea's (and the regions) weaknesses (top 10)?

| | |
|-----------------------------|---|
| 1. Transport networks/links | 2. Unemployment/not enough skilled jobs |
| 3. Poor publicity/image | 4. Reliance on public sector employment |
| 5. Infrastructure | 6. City centre – state of properties and streets gives bad impression |
| 7. Location | 8. Lack of diversity in businesses |
| 9. Poor wages | 10. Lack of a clear focussed plan |

3.6 Building relationships and working more closely with other organisations and the business community will be key to success in attracting business in the future

3.6.1 Stakeholder management needs to be improved through better relationship building. There is a need to be clearer about who *all* of our stakeholders are. The City Region will need see if relationships with stakeholders are used and links developed effectively. There is a need to find ways to develop better links with a broader spread of businesses and organisations. It is important to investigate best practice particularly how other local authorities/regions have developed their networks and relationships. The Panel understood that the Business Forum had ceased and emphasised the need to develop a mechanism by which the Council communicates with the business community on matters other than waste collection and business rates. It is important that we do not work in isolation, working in partnership with local business is vital.

3.6.2 Evidence gathered suggests it is important to work in partnership with other organisations and local business in order to increase capacity and mitigate the lack of resources available across the public sector. Working with other organisations for example Business Wales and South Wales Chamber of Commerce will help to expand our skill base.

3.6.3 It was felt that, in Swansea, we are not drawing on all the help and assistance that may be available. Swansea must work in collaboration with the private sector and academia if it is to attract new business successfully especially given the tightening of the purse strings across the public sector.

3.6.4 The Panel have made recommendations to address these issues which ask Cabinet in their capacity within the City Region to take active steps to 'develop a tool which can be used to *keep in touch* with the business community locally now the Business Forum has ceased'.

3.7 We must be more proactive at targeting potential inward investors

Is Swansea lacking in drive or is it lack of resources...it just hasn't spent time to find out what it wants to do to make it stand out in the UK and internationally. Swansea has a huge amount going for it.

Quote from South Wales Chamber of Commerce

- 3.7.1 Currently, there is only limited proactive work completed by the authority, with very little dedicated resource to do it. Commitment and enthusiasm was shown particularly from the Cabinet member but the Panel did question the ability to drive investment opportunities forward proactively without the necessary resource to do so.
- 3.7.2 The Council/City Region will need to be clear about what its actual role is in relation to inward investment, is it the facilitator, the driver or the signposter? If this is the case then who else will do the other work and how does the authority/City Region work with them to ensure the right outcomes for Swansea?
- 3.7.3 Evidence and resources available indicate that it is not possible to reach everyone, so there is a need to target those sectors which are most likely to end in investment and those that are currently. Swansea and the City Region must decide what its offer is and then target those sectors proactively if it wants to be successful in attracting in business. *We may need to our narrow focus...we cannot be all things to all people.*
- 3.7.4 Swansea council as an organisation needs to be less adverse to risk. Evidence suggests this can restrict innovation. The new City Region needs to proactively encourage ideas and empower staff to think more innovatively across the region. It will need to move at a pace that industry requires and be empowered to make decisions quickly.

3.8 We need to encourage and develop more entrepreneurship locally.

- 3.8.1 Incubating possibilities and encouraging entrepreneurship with young people in schools and colleges is important, not only for future business development but for the health of our communities. The issue of poverty of aspiration was highlighted and included the need for improving this through education. Do young people think they can are able to start a business or do they see themselves as employees only? What can be done to change this view? The Panel believed that for Swansea to increase entrepreneurial activity there needs a framework of backup and support to assist people to take their ideas forward.
- 3.8.2 The Panel were pleased to see two recommendations had been made in a recent previous scrutiny inquiry into economic inactivity.
- *That Cabinet work to raise aspirations of young people in Schools by encouraging the promotion of further and higher education at an earlier age; and*
 - *That Cabinet investigates the possibility of holding regular entrepreneurship events to encourage young people.*

Scrutiny Inquiry into Economic Inactivity September 2013

3.8.3 The Global Entrepreneurship Monitor⁸ suggests that Wales has a relatively high level of early stage entrepreneurial activity in Wales, yet when you look at the number of new start-ups, Wales clearly lags behind. The most recent figures show that there were 42 start-ups per 10,000 of population in Wales in 2011. The equivalent figure in England was 68 start-ups per 10,000 people.

3.9 We must be more social and digital media savvy

3.9.1 The Panel was of the view that the social media environment could be more fully explored particularly in making links around investment opportunities. We need to take more advantage of the new social media opportunities to sell Swansea (and the region) to a potential investment market. The example of the installation of superfast broadband was discussed and it was highlighted that we could work with the relevant organisation/s to publicise this more widely. The City Region must use social and digital media tools to sell the area and to target potential investors. Publicity and *getting our message out there* is seen as essential.

3.9.2 The Panel also wished to emphasise that good information and communication technology can help counteract any challenges relating to our physical infrastructure and/or location when encouraging new business to the area.

3.9.3 The Panel have made recommendations to address these issues which ask Cabinet in their capacity within the City Region to take active steps to 'make better use of social and digital media by developing a strategy around business and investment issues'.

3.10 We have to learn from good practice and what works elsewhere

3.10.1 It was the opinion of the Panel that the council does not do enough in the building of relationships and that we need to speak to other local authorities about good practice. We need to investigate how they develop and manage their relationships with other organisations and the business community? The Panel found particularly that we do not engage with the business community enough around investment matters and links need to be developed to facilitate this.

3.10.2 It was the Panels view that we should keep a watching brief on how other local authorities/regions and even other countries encourage and develop investment opportunities, publicise and promote themselves.

Comments taken from the Inward Investment Survey were received from councillors, partner organisations, business community and council staff.

- *Without inward investment the region will struggle due to the lack of well paid jobs and will be trapped in a Pound shop world with the majority of people on benefits. This cycle of decline has to be broken but can only be overcome with inward investment.*
- *Swansea City FC have done a very good job in bringing Swansea to the attention of the world through football, however Swansea City cannot ride on Swan's coat-tails for ever.*

⁸ Global Entrepreneurship Monitor - [link](#)

- *Consider what makes us different, what can we offer that other locations cannot*
- *Swansea is a great place to live; the local environment is one of our strengths.*
- *Need more dynamism*
- *We should be developing business around the Port. We should be actively working with the university to build a science park.*
- *I would like us to compare and benchmark ourselves to see where we would find ourselves against other Authorities in Britain.*
- *It seems that I don't know a lot about what is offered to new / small businesses - is it well marketed? Is investment in new / small businesses high risk investment? Are new businesses encouraged to cluster?*
- *We need to aim for excellence and think that nothing is impossible for Swansea.*
- *Need to realise that businesses of all varieties only operate if they are profitable & if the prevailing planning/ political ethos prevents them from doing this in Swansea then they will simply [re] locate elsewhere*
- *A dedicated team needs to be set up to promote the city as a viable business centre, with links to the Welsh Government and the grants for businesses*
- *If Swansea had an already trained potential workforce, this should attract businesses that pay good salaries to get Swansea out of the "poor man of Europe" category, and the people of Swansea will be a lot more financially secure.*
- *Need to look more at entertainment industry, need to encourage music and other performance for tourism, give youthful image to city, vibrancy*
- *We need reconsider whether Inward investment is what we should be emphasising, but more home grown businesses.*

3.10.3 The Panel have made recommendations to address these issues which ask Cabinet in their capacity within the City Region to take active steps to 'look at good practice in how other Local Authorities/regions and countries are supporting inward investment'.

3.11 We must market our successes and raise the profile of Swansea (and the south west region) both to people locally and more widely

3.11.1 The Panel felt that we do not *shout about our successes* enough and that we should find any and every opportunity to raise our profile both locally, nationally and globally. The Panel believed we need to dispel the local and perceived negatives of Swansea by *banging our own drum more*.

3.11.2 We must work with others to do this as Swansea and even the 'City Region' could be perceived as small when working in a global market. Good examples in Swansea were highlighted including using the successful football team to raise Swansea's profile; and the Cwtch Bid for the City of Culture was also seen as an excellent example.

3.11.3 The University is now attracting more international students. It will be important to work with them to publicise Swansea to current and future student population and to establish possible networks for the future.

3.11.4 The Panel have made recommendations to address these issues and ask Cabinet in their capacity within the City Region to take active steps to 'market successes within Swansea and the region therefore raising our profile to people locally and more widely'.

4. Recommendations

The Panel commends Cabinet to consider all issues and ideas raised by this review and, in particular, the recommendations set out below. The Panel recognises that the Authority will need to ensure that any subsequent actions are legal and meet the requirements of any relevant legislation; and has a responsibility to make the best use of limited resources and that any additional costs will need to be considered carefully as part of the annual budget setting process. The Panel has kept these principles in mind in the course of its investigations.

The Panel recommends to Cabinet that:

In relation to City Regions model

- 4.1 It ensures there is a clear mechanism in place within the City Regions Strategy that will make it accountable to local Politicians.
- 4.2 The City Region has a clear and positive brand that will be recognisable globally.
- 4.3 The City Region develops an effective support network including allocating resources to do pro active work around seeking inward investment.
- 4.4 The City Region maps the services available to businesses across the region. Work needs to be undertaken to develop relationships with those services in order to avoid duplication and to use all the resources other than the Councils that are available.
- 4.5 A single contact point for business/investment inquiries is introduced (this does not necessarily need to be the local authority but they need to be commercially aware).
- 4.6 Look at good practice in other Local Authorities/regions/countries and how it is developed and implemented.
- 4.7 It develops measures that will monitor success and these are monitored on a regional and Swansea basis.

In both Swansea and the City Region

- 4.8 Successes in Swansea and the region are marketed therefore raising the profile of Swansea (and the region) to both people locally and more widely.
- 4.9 It develop user friendly polices and practices which are welcoming and enable a quick to response to investor queries.
- 4.10 Take active steps to make better use of social and digital media by developing a digital media strategy around business and investment issues.
- 4.11 The concept of developing a *portfolio of offerings* is investigated.

In Swansea Council

- 4.12 It develops a tool that can be used to *keep in touch* and work with the business community locally now the Business Forum has ceased.

About the Inward Investment Inquiry Panel

The Inward Investment Inquiry Panel is a body of Councillors who are not members of the Cabinet. Their role is to scrutinise the performance of Council services and to make recommendations about how services can be improved.

Members of the Panel

Councillor Jeff Jones (Convener)
Councillor Keith Marsh
Councillor Gloria Tanner
Councillor Neil Ronconi-Woollard
Councillor Jane Harris
Councillor Tony Colburn
Councillor Susan Jones
Councillor John Newbury

Members of Panel for part of the inquiry

Councillor Andrew Jones
Councillor Bob Clay
Councillor Geraint Owen

Panel Support

The Panel received support to conduct this Inquiry from the Council's Scrutiny Unit including for:

- Project Management
- Research
- Communications
- Report Drafting

The support officer for this Panel was:

Michelle Roberts
Scrutiny Officer
michelle.roberts@swansea.gov.uk
(01792 637256

Acknowledgements and References

Direct evidence from:

| | |
|---|-----------------------------------|
| Staff, local businesses and members of the public who contributed via the questionnaire | |
| Business Support Wales | Cabinet Member for Regeneration |
| Swansea Business Improvement District | Head of Regeneration and Planning |
| South Wales Chamber of Commerce | Business Development Manager |
| Swansea University | Planning Control Manager |
| Swansea Bay Futures Limited | |

Indirect/desk based evidence

| |
|---|
| Swansea Bay City Regions – Economic Regeneration Strategy 2013-2020 - link |
| Wales Spatial Plan - link |
| Policy Commitments – Council July 2012 - link |
| City Regions – Welsh Assembly - link |
| Swansea's Integrated Plan – link |
| Swansea's Economic Profile – link |
| 'Swansea Bay City Region' article - link |
| Welsh Affairs Select Committee Inquiry into Inward Investment (UK Parliament) – including evidence submitted by Swansea University - link |
| 'Regeneration is critical to the economic prosperity of the city' article- link |

Report of the Chair

Scrutiny Programme Committee – 4 August 2014

SCRUTINY ANNUAL REPORT – 2013-14

| | |
|---------------------------------------|---|
| Purpose | To provide a report on the work of scrutiny for the municipal year 2013-14. |
| Content | This report provides background to the annual report and the reasons for the format. The annual report 2013-14 is attached. |
| Councillors are being asked to | Consider and agree the content of the annual report |
| Lead Councillor(s) | Councillor Mike Day, Chair of the Scrutiny Programme Committee Councillor Robert Smith, Vice Chair |
| Lead Officer(s) | Dean Taylor, Director – Corporate Services |
| Report Author(s) | Dave Mckenna, Scrutiny Manager Tel: 01792 636090 E-mail: dave.mckenna@swansea.gov.uk |

1. Every year Council requires that an annual report is produced for the work of scrutiny for the previous municipal year.
2. The Scrutiny Annual Report is used to:
 - Highlight the work carried out by scrutiny
 - Show how scrutiny has made a difference
 - Support continuous improvement for the scrutiny function
3. For the third year the report is being produced as a simple scorecard. This approach is intended to highlight a small number of key indicators that illustrate four performance questions. These questions, which are intended to reflect a 'results based' approach, are:
 - What was the impact of scrutiny?
 - How well did we do it?
 - How much did scrutiny affect the business of the Council?
 - How much scrutiny did we do?
4. This year charts have been added that show comparative data for last year and for the year before where available. Arrows on the main scorecard have also been added to indicate the direction of change for each measure.

5. Councillors should also consider whether the indicators will be suitable for future reports or whether different indicators should be used or developed.

Financial Implications

6. There are no additional financial implications at this stage. The annual report will only be produced electronically and there will be no additional printing or publicity costs.

Legal Implications

7. The Council Constitution requires that an overview & scrutiny annual report is produced each year although the style and content of the annual report is not prescribed.

Background Papers: none

Appendices:

1. Scrutiny Annual Report 2013-14

Legal Officer: Nigel Havard

Finance Officer: Carl Billingsley

Swansea Scrutiny Results Scorecard 2013-14

| | | |
|-------------------|---|---|
| Scrutiny Practice | A. How much scrutiny did we do? | B. How well did we do it? |
| | <ol style="list-style-type: none"> 1. Number of committee meetings = 16 ↓ 2. Number of panel meetings/working groups = 96 ↑ 3. Number of in-depth inquiries completed = 2 ↓ | <ol style="list-style-type: none"> 4. Councillors who say they have a good understanding of the work of scrutiny = 97% ↑ 5. Staff who say they have a good understanding of the work of scrutiny = 53% ↓ 6. Average councillor attendance at scrutiny meetings = 63% ↓ 7. Backbench councillors actively involved in scrutiny = 83% ↓ 8. Councillors who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 81% ↓ 9. Staff who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 64% ↓ |
| Scrutiny Outcomes | C. How much did scrutiny affect the business of the Council? | D. What were the outcomes of scrutiny? |
| | <ol style="list-style-type: none"> 10. Number of chairs letters written to cabinet members = 45 ↑ 11. In depth inquiries reported to Cabinet = 6 ↑ 12. Action plans agreed = 4 ↑ 13. Follow ups undertaken = 2 ↓ 14. Number of Cabinet reports subject to pre decision scrutiny = 0 ↔ 15. Cabinet members who attended at least one question and answer session at the Scrutiny Programme Committee = 100% <small>new</small> | <ol style="list-style-type: none"> 16. Scrutiny recommendations accepted or partly accepted by Cabinet = 95% ↓ 17. Recommendations signed off by scrutiny as completed = 50% ↓ 18. Councillors who agree that scrutiny has a positive impact on the business of the Council = 70% ↓ 19. Staff who agree that scrutiny has a positive impact on the business of the Council = 68% ↑ |

↓↑ = significant change, ↓↑ = small change, ↔ no change

Looking Back and Looking Forward

Councillor Mike Day, Chair of the Scrutiny Programme Committee

The last year has been a year of bedding in for scrutiny in Swansea. The new system, with its single committee supported by informal panels and working groups, introduced in November 2012, has now become established. While Scrutiny Performance Panels have been getting to grips with their work, and working groups have been dealing with one-off issues, the first in depth Scrutiny Inquiry Panels have been making their recommendations to Cabinet.

As you can see from this report the levels of activity this year have been high. As this is the second year that we have used a scorecard format we have the opportunity to make comparisons. Some highlights include:

- The number of panel meetings/working groups increased from 65 in 2012/13 to 96 in 2013/14.
- The number of chairs letters written to Cabinet members has increased from 13 in 2012/13 to 45 in 2013/14.
- The number of in-depth inquiries reported to Cabinet has doubled from 3 in 2012/13 to 6 in 2013/14.

The results based approach we have used means presenting a scorecard of key indicators that help us to understand:

- How much scrutiny we did
- How well we did it
- How much scrutiny affected the business of the Council
- The outcomes of scrutiny

Over the last 12 months scrutiny has gained greater national significance. Both the Welsh Government and the Wales Audit Office have pointed to a greater role for scrutiny if it can demonstrate effectiveness. Providing accountability, self regulation and a source of innovation for local government in what are very challenging times. The Williams' Commission on Public Service Governance and Delivery supported this message arguing that 'the importance, status and value of scrutiny must be recognised, prioritised, continually sustained and reinforced'.

We are delighted that our work has gained national recognition. We were able to present some of our work to the main plenary at the 'Scrutiny in the Spotlight' conference in November and at the recent Welsh Local Government Conference the Local Government Minister highlighted Swansea as an example of good practice.

The last year has also been a year of learning. May 2014 saw the publication of 'Good Scrutiny? Good Question!' the Wales Audit Office's report into scrutiny effectiveness. This marked the end of a process from which we have learned much and we will be working our way through the recommendations of that report as we go forward. We will also be using the 'characteristics of

effective scrutiny', published as part of that report, as the basis for evaluation of our work.

Looking forward our key theme for the year ahead is impact. We have already agreed an action plan and will be taking a number of practical steps to ensure that the work we are doing really does make a difference for the citizens of Swansea. Overall we have five improvement themes for the year ahead:

- **Impact:** Making more of a difference
- **Work Planning:** Focusing on the things that really matter
- **Public Engagement:** Giving citizens a voice
- **Training and Development:** Ensuring we have the skills we need
- **Continuous Improvement:** Getting better at what we do

I look forward to report back our progress next year.

The Indicators

A. How much scrutiny did we do?

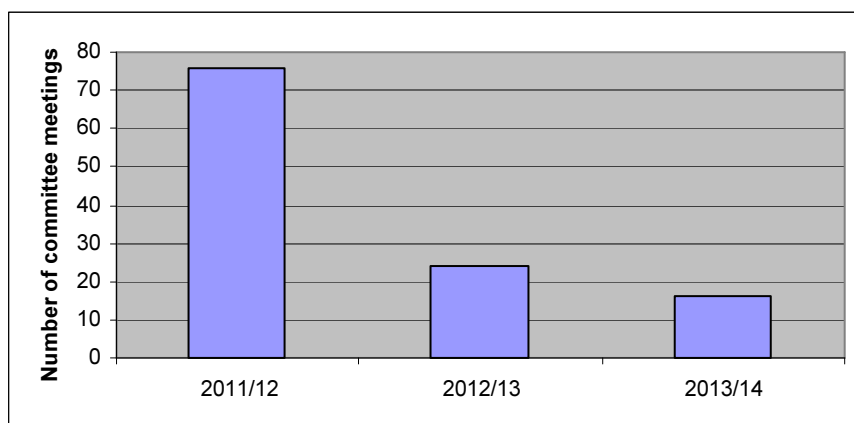
1. Number of formal committee meetings = 16

Formal committee meetings for scrutiny are held in public and give councillors the opportunity to hold cabinet members to account and provide challenge on a range of policy and service issues.

The committee meetings for 2013-14 were as follows:

- Scrutiny Programme Committee (12 meetings)
- Special Scrutiny Programme Committee – review of gypsy & traveller site search process (4 meetings)

Comparison with previous years:



(Note: During 2012/13 before the Scrutiny Programme Committee was established three Scrutiny Boards were operating. In 2011/12 there were five boards and two committees)

2. Number of panel meetings/working groups = 96

Panel meetings and working groups are established by the Scrutiny Programme Committee with an appointed convener.

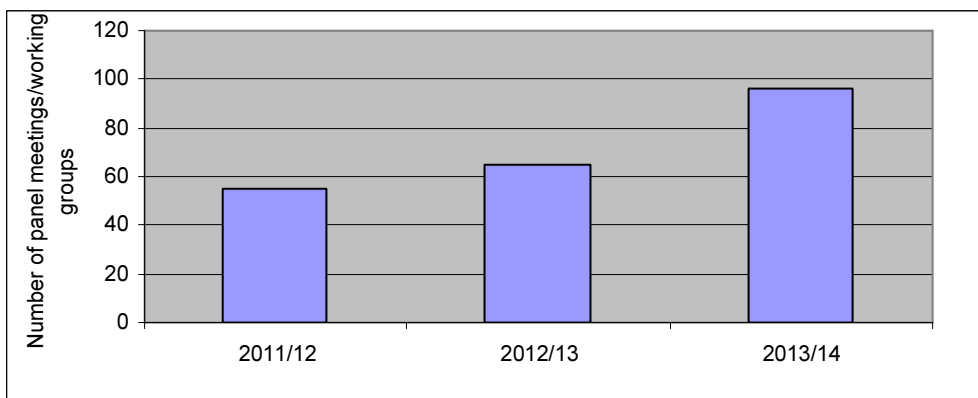
There are two types of panels:

Inquiry panels - these undertake in-depth inquiries into specific and significant areas of concern on a task and finish basis.

Performance panels - these provide in-depth monitoring and challenge for clearly defined service areas.

Working groups are one-off meetings established when a matter should be carried out outside of the committee but does not need a panel to be set up.

Comparison with previous years:



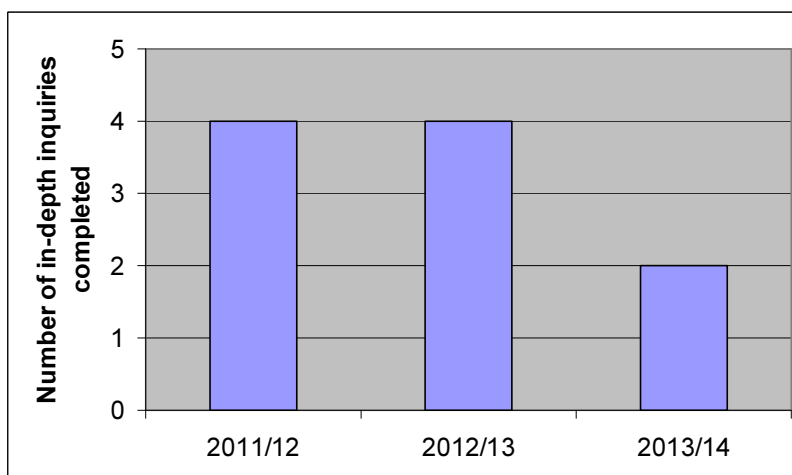
3. Number of in-depth inquiries completed = 2

Work on the following in-depth inquiries was completed during 2013-14:

| Inquiry | Panel |
|---|--|
| <i>Learning Lessons</i> : How can schools, the council and its partners improve wellbeing in schools? | Attainment and Wellbeing Inquiry Panel |
| <i>Workless not Worthless</i> : How can the council and its partners reduce economic inactivity in Swansea? | Economic Inactivity Inquiry Panel |

Although this number is low there are four inquiries which will be completed in the early months of 2014/15.

Comparison with previous years:

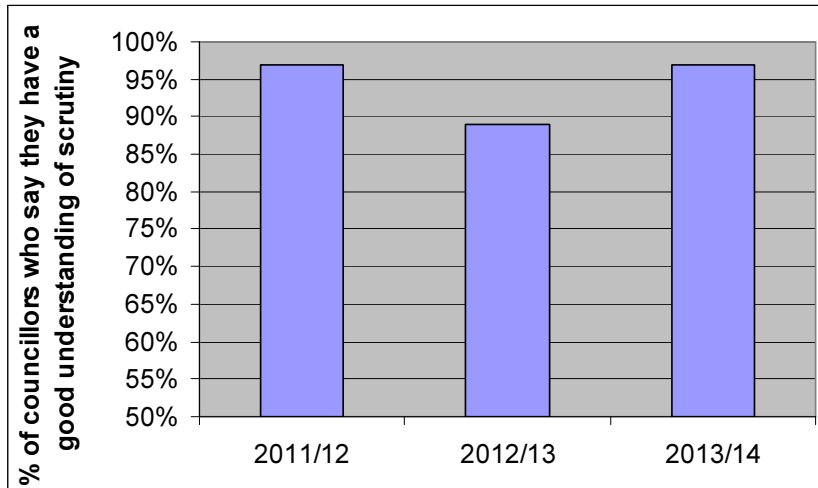


B. How well did we do it?

4. Councillors who say they have a good understanding of the work of scrutiny = 97%

Awareness and understanding of scrutiny is an important aspect of effectiveness. This data is collected via an annual survey of Councillors. The numbers of councillors who responded to the survey was 33 (53% of all councillors).

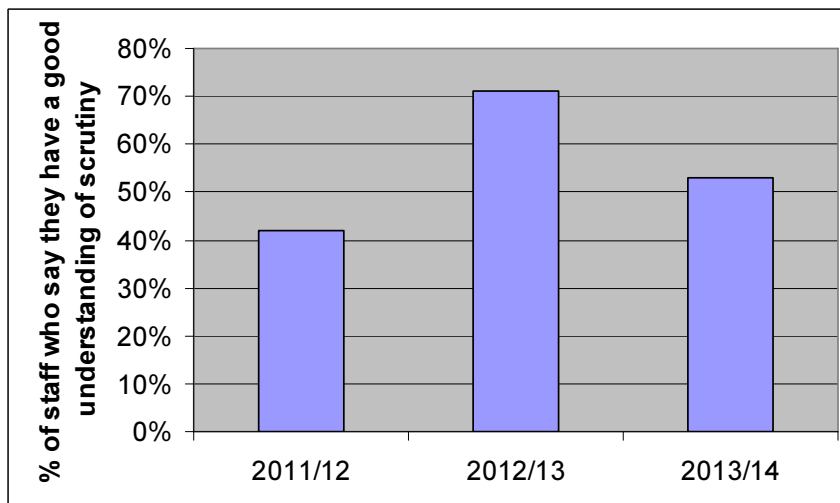
Comparison with previous years:



5. Staff who say they have a good understanding of the work of scrutiny = 53%

Awareness and understanding of scrutiny is an important aspect of effectiveness. This data is collected via an annual survey of staff and partners. The number of people answering this question was 74 which is a low number from which to draw meaningful conclusions.

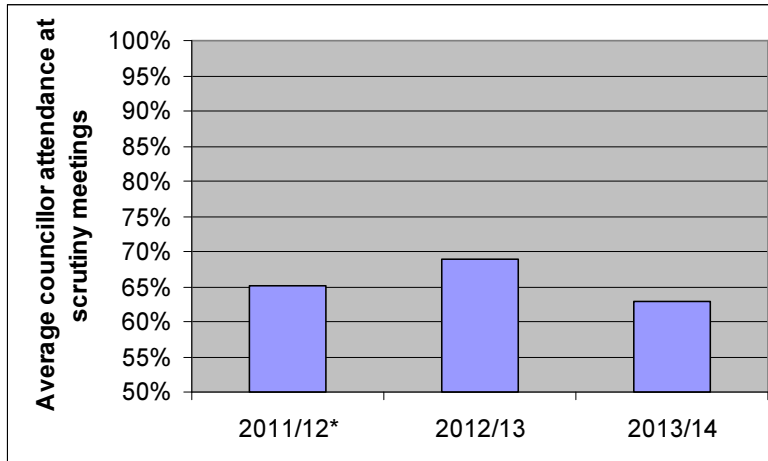
Comparison with previous years:



6. Average councillor attendance at scrutiny meetings = 63%

The rate of councillor attendance measures an important aspect of effectiveness as it reflects the engagement of councillors in the scrutiny process. Attendance figures for councillors attending formal meetings are collected by the Members Support Team and published on the Council's website. 2013/14's figure is an overall attendance figure that includes the Scrutiny Programme Committee, panel meetings and the working groups.

Comparison with previous years:

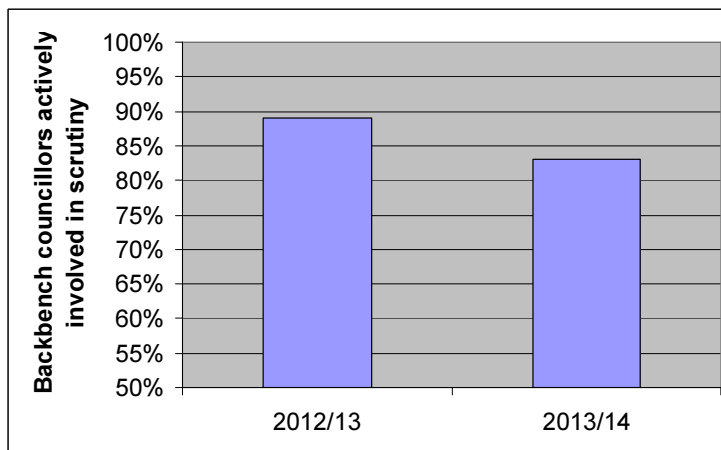


*formal meetings only

7. Backbench councillors actively involved in scrutiny = 83%

The large majority of backbench councillors were involved in scrutiny either through the Scrutiny Programme Committee, panels or working groups.

Comparison with previous years:

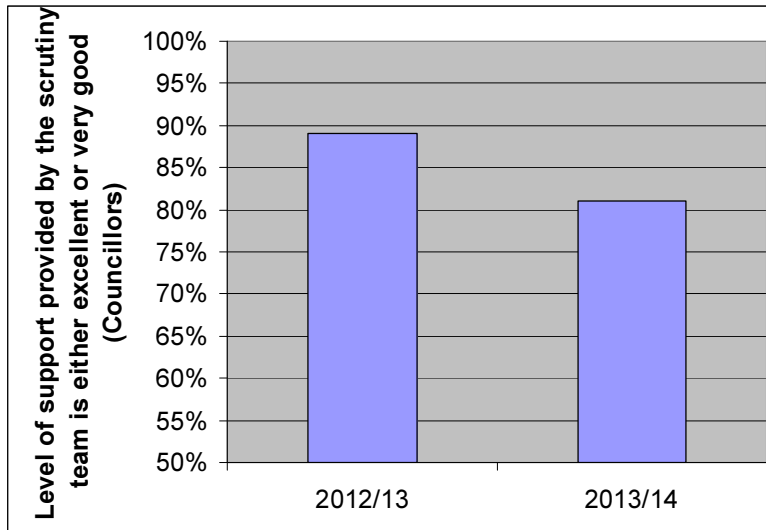


8. Councillors who have used the service who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 81%

The Scrutiny Team provides capacity for the committee and the panel meetings/working groups to undertake their work by undertaking, for

example, project management, research, report writing and liaison with cabinet and witnesses. This data is collected via an annual survey of councillors. The number of people answering this question was 33.

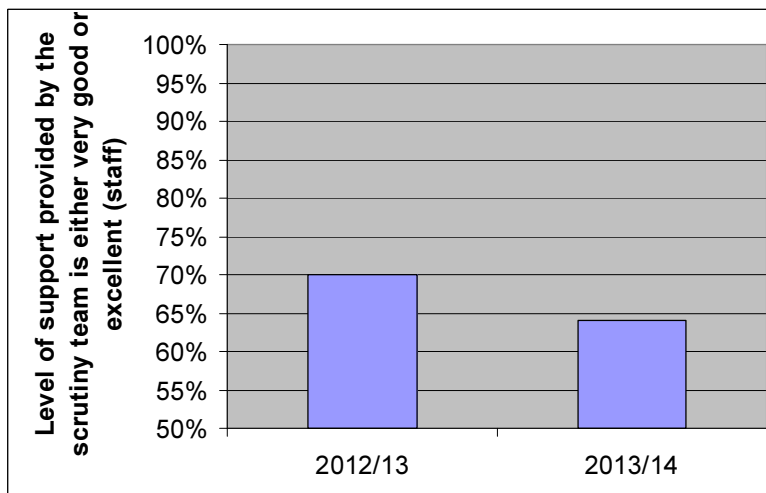
Comparison with previous years:



9. Staff who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 64%

The Scrutiny Team provides capacity for the committee and the panel meetings/working groups to undertake their work by undertaking, for example, project management, research, report writing and liaison with cabinet and witnesses. This data is collected via an annual survey of staff and partners. Only those who have used the service are asked this question. The number of people answering this question was only 14.

Comparison with previous years:

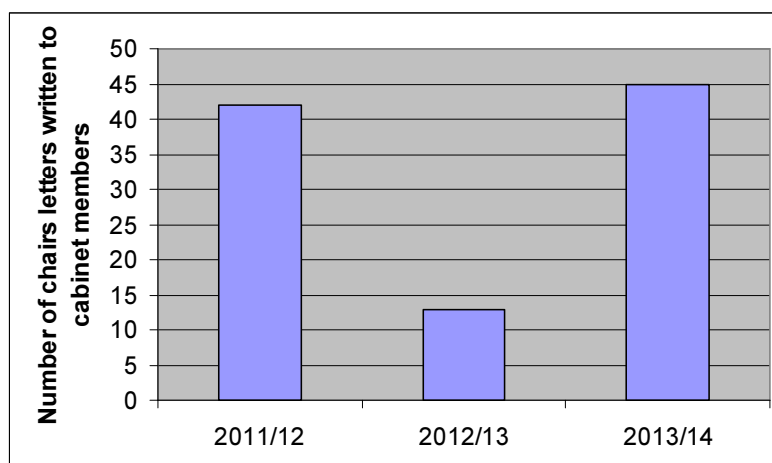


C. How much did scrutiny affect the business of the Council?

10. Number of chairs letters written to cabinet members = 45

Chairs letters allow the committee and panel meetings/working groups to communicate quickly and efficiently with the relevant cabinet members. They use these letters to raise concerns, highlight good practice, ask for further information and make recommendations.

Comparison with previous years:

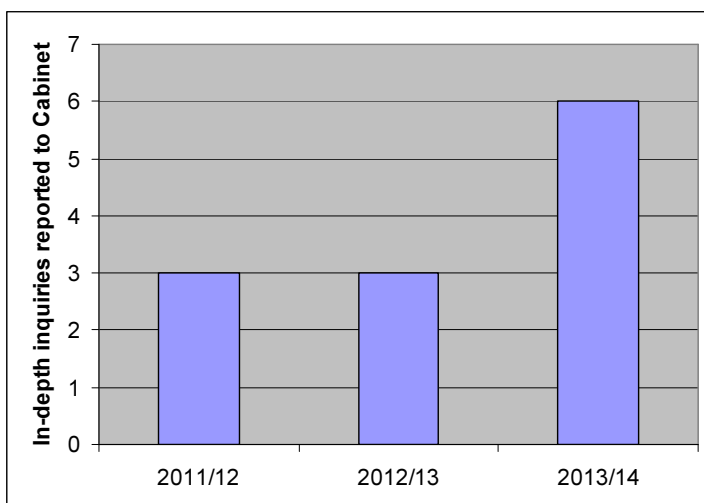


11. In-depth inquiries / reviews reported to Cabinet = 6

In depth inquiries are reported to Cabinet for a response to the recommendations agreed by scrutiny and action plan on how the recommendations will be implemented. The following in-depth reviews were reported to Cabinet from scrutiny with the number of recommendations from each shown in brackets:

- Tourism in Swansea (14)
- Improving Services for Looked after Children (15)
- Economic Inactivity (7)
- Wellbeing in Schools (11)
- Public Transport and Social Inclusion (14)
- Affordable Housing (13)

Comparison with previous years:

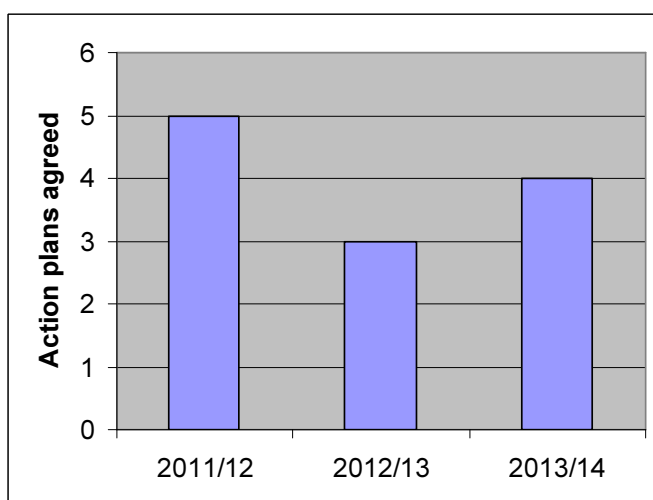


12. Action plans agreed = 4

Once recommendations and an action plan have been agreed by cabinet, scrutiny will follow up on progress with implementation and impact. The following action plans were agreed following in-depth inquiries during 2013-14:

- Improving Services for Looked after Children
- Tourism in Swansea
- Public Transport and Social Inclusion
- Affordable Housing

Comparison with previous years:

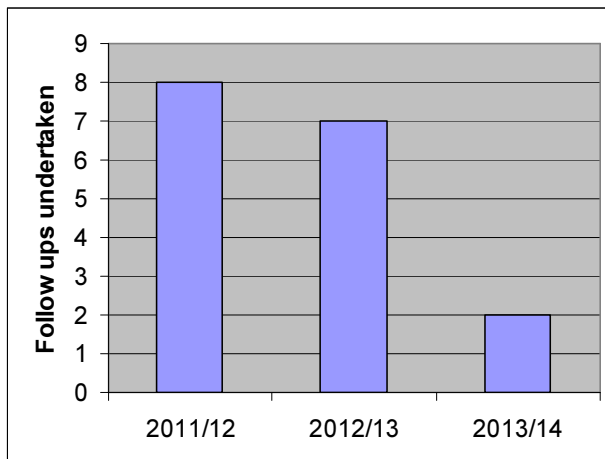


13. Follow ups undertaken = 2

In order to check whether the agreed action plans have been carried out, scrutiny will ask for follow up reports from cabinet members. If councillors are satisfied they can then conclude the work for that inquiry. The following follow ups were considered in 2013-14:

- The Role of Teaching Assistants across the Primary Sector in Swansea
- Support for Care Leavers

Comparison with previous years:



14. Number of Cabinet reports subject to pre decision scrutiny = 0

Pre decision scrutiny involves scrutiny councillors considering cabinet reports before cabinet makes a final decision. In the previous year no cabinet report was subject to pre decision scrutiny.

15. Cabinet members who attended at least one question and answer session at the Scrutiny Programme Committee – 100%

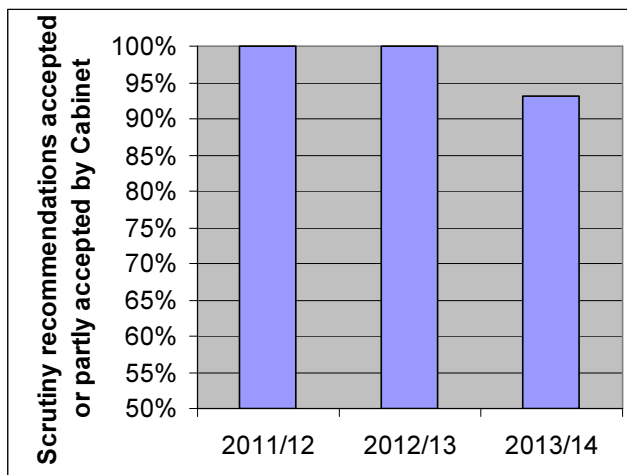
Cabinet members attend scrutiny meetings to answer questions and provide information. Cabinet attendance at scrutiny meetings is a good indicator that the 'holding to account' role of scrutiny is functioning well. In 2013/14 every Cabinet member attended at least one question and answer session at the Scrutiny Programme Committee. This is a new indicator.

D. What were the outcomes of scrutiny?

16. Scrutiny recommendations accepted or partly accepted by Cabinet = 93%

The rate that cabinet accept scrutiny recommendations is a good indicator of whether scrutiny is making strong recommendations based on robust evidence. Cabinet responded to 56 scrutiny recommendations in 2013-14 of which 48 were accepted and 4 were partly accepted. 4 were rejected.

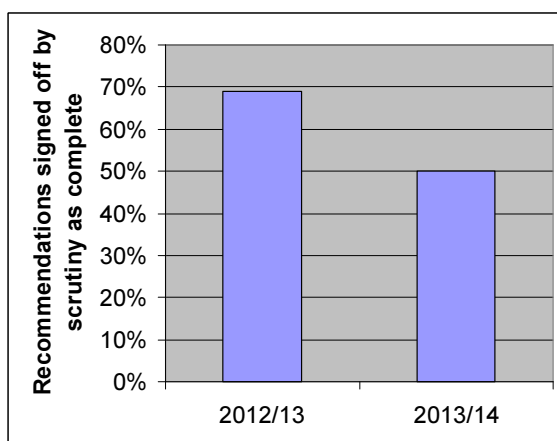
Comparison with previous years:



17. Recommendations signed off by scrutiny as completed = 50%

When follow up reports are presented to scrutiny they detail which of the recommendations from the in depth inquiry have been completed in line with the cabinet member's action plan and which have not. Scrutiny councillors then consider whether they agree with the assessment taking into account the evidence they are presented with. This indicator represents the percentage of recommendations accepted by scrutiny as being completed for the year (14 recommendations were considered of which 7 were signed off as complete).

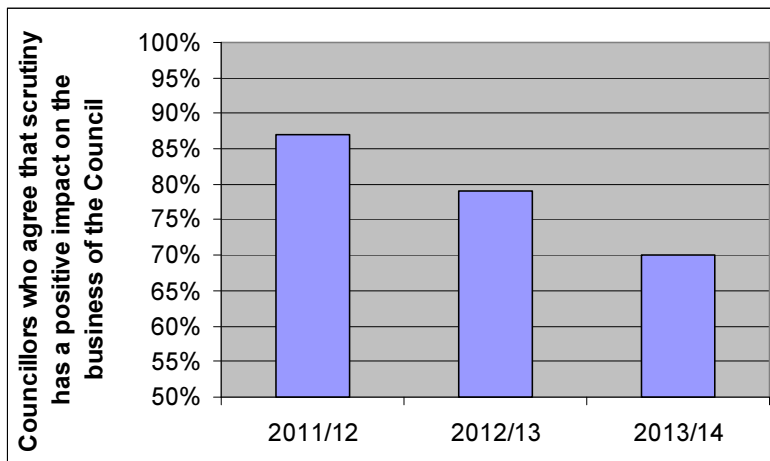
Comparison with previous years:



18. Councillors who agree that scrutiny has a positive impact on the business of the Council = 70%

As part of an annual survey, councillors are asked whether they believe that scrutiny has made a difference. The numbers of councillors who responded to the survey was 33 (53% of all councillors).

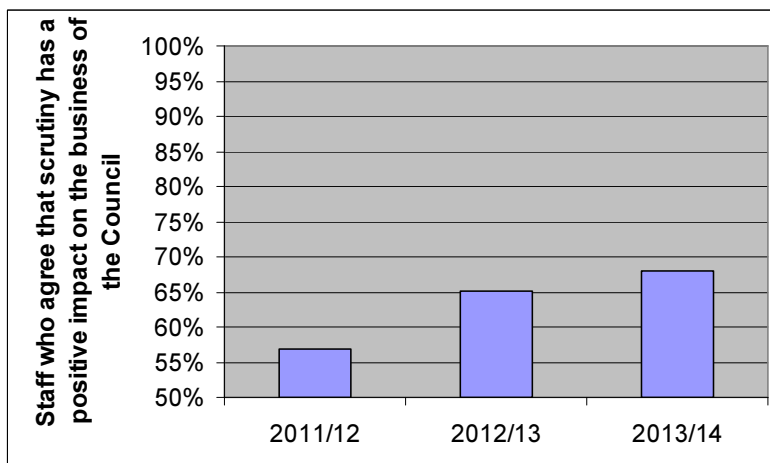
Comparison with previous years:



19. Staff who agree that scrutiny has a positive impact on the business of the Council = 68%

As part of an annual survey, staff and partners are asked whether they believe that scrutiny has made a difference. The number of people answering this question was only 74.

Comparison with previous years:



Agenda Item 10

Report of the Chair

Scrutiny Programme Committee – 4 August 2014

SCRUTINY WORK PROGRAMME 2014-15

| | |
|---------------------------------------|---|
| Purpose | This report explains the background and purpose of the scrutiny work programme, and current position of all scrutiny activities. The report helps the committee to manage the work of scrutiny to ensure that the work programme is as effective as possible. The report also presents some proposals for agreement. |
| Content | The scrutiny work programme is attached which refers to work currently active, showing progress with the established Scrutiny Panels and Working Groups. A work plan timetable for future committee meetings is also included. A draft Inquiry Panel brief is also attached for agreement. |
| Councillors are being asked to | <ul style="list-style-type: none">• accept or make changes to the committee's work plan timetable, and plan for the meetings ahead (<i>Appendix 1</i>)• review progress of established Panels and Working Groups (<i>Appendix 2 & 3</i>)• approve the draft Inquiry Panel brief (<i>Appendix 5</i>)• consider response to a public request for scrutiny• consider the information about future cabinet business and any opportunities for pre-decision scrutiny (<i>Appendix 7</i>) |
| Lead Councillor | Councillor Mike Day, Chair of the Scrutiny Programme Committee |
| Lead Officer | Dean Taylor, Director – Corporate Services |
| Report Author | Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk |

1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for developing the Council's scrutiny work programme, and managing the overall work of scrutiny to ensure that it is as effective as possible.
- 1.2 The broad aims of the scrutiny function are to carry out a significant and constructive programme of activities that will:

- help improve services
- provide an effective challenge to the executive
- engage members in the development of policies, strategies and plans
- engage the public

1.3 At the same time the committee must ensure that the work of scrutiny is:

- manageable, realistic and achievable given resources available to support activities
- relevant to corporate priorities and focused on significant areas
- adding value and having maximum impact
- coordinated and avoids duplication

1.4 The scrutiny work programme is guided by the overriding principle that the work of scrutiny should be strategic and significant, focussed on issues of concern, and represent a good use of scrutiny time and resources.

2. **Methods of Working**

2.1 The work of scrutiny is undertaken primarily in three ways – through the committee itself and by establishing informal panels (for in-depth activities) or one-off working groups:

- **Formal committee meetings** – as well as managing the overall work programme, the committee will focus on holding Cabinet Members to account by holding formal questioning sessions, and provide challenge on specific themes over the course of the year - this may cover a broad range of policy and service issues. Matters considered at committee meetings will typically be ‘one-off’ opportunities for questions, which will result in the committee communicating findings, views and recommendations for improvement through chairs letters to cabinet members, and where appropriate by producing reports.
- **Informal panels** – Scrutiny panels are established, with conveners appointed by the committee, to carry out in-depth inquiries (sometimes referred to as reviews) or undertake in-depth monitoring of particular services. The use of panels helps to ensure that scrutiny can be flexible and responsive to issues of concern:

- a) Inquiry Panels: to undertake discrete in-depth inquiries into specific and significant areas of concern on a task and finish basis. These would be significant topics where scrutiny can make a real difference. The committee will agree an ‘Inquiry Brief’ before establishing any Inquiry Panel, which will outline the aim and key question that is to be explored. Inquiry panels will produce a final report at the end of the inquiry

with conclusions and recommendations, informed by the evidence gathered.

b) Performance Panels: to provide in-depth monitoring and challenge for clearly defined service areas. Performance panels are expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services.

- **Informal working groups** – Although the majority of scrutiny work is carried out through the committee and panels, the committee can also establish informal working groups of councillors. This supports flexible working where it has been agreed that a matter should be carried out outside of the committee but does not necessitate the establishment of a Panel. This method of working is intended to be light-touch – effectively a one-off meeting to consider a specific report or information, resulting in a letter to relevant Cabinet Member(s) with views and recommendations.

2.2 Non executive councillors who are not members of the committee have the opportunity to participate in panels and other informal task and finish groups. New panel / working group topics, once agreed, are advertised to all non executive councillors and expressions of interest sought. The membership of panels and working groups is then determined by the committee. More than one political group should be represented on each panel / working groups. These bodies also need to be of a manageable size in terms of team working and effective questioning. A minimum of 3 members should be present at all meetings.

3. The Committee Work Plan

3.1 An up-to-date work plan timetable for committee meetings, based on the agreed work plan, is attached as **Appendix 1**.

3.2 The committee's own work plan will remain under constant review to ensure it is robust and effective. An updated work plan timetable will assist forward planning and help the committee to manage workloads and review progress made.

3.3 Members should always review and confirm items for the next and future meetings giving specific consideration to who should attend and confirm expectations so that meetings are always well planned and prepared for, e.g. information required and key questions that the committee wishes to ask.

3.4 The committee will have the opportunity to introduce issues of concern and review priorities, as and when they arise.

4. Scrutiny Panels and Working Groups

- 4.1 To facilitate monitoring of the overall scrutiny work programme **Appendix 2** provides a snapshot of the informal Panels and Working Groups that have been established by the committee.
- 4.2 **Appendix 3** provides a summary of progress with these current scrutiny activities.
- 4.3 For further information about the work of specific panels / groups a contact list of lead scrutiny members and officers is contained in **Appendix 4**.

5. New Inquiry

- 5.1 At the last meeting the committee considered a number of new inquiry topics and possible focus.
- 5.2 Future inquiry topics were agreed as follows in the order of priority:

- a) Creating a Can Do Corporate Culture

An inquiry would look at the culture of the organisation and explore how changes can help tackle the challenges being faced e.g. demand management, reduced resources and rising expectations. It will enable scrutiny councillors to: consider the influences on organisational culture; and explore how the culture can be more focused on empowerment, personal; responsibility, innovation and collaboration. The expectation is that the panel will be looking at innovative approaches / models implemented elsewhere and drawing lessons that can be applied in Swansea.

A draft Inquiry Panel Brief is attached as **Appendix 5** for agreement to ensure clarity of purpose and intended impact of this work before any work commences.

Following agreement of Inquiry Brief expressions of interest will then be sought from all scrutiny councillors and reported back to enable the committee to agree convener and membership.

(NOTE: this is subject to any impact on the scrutiny work programme that may result from the discussion on the Wellbeing Performance Panel – Item 6)

- b) School Governance

An inquiry would look at how the effectiveness of school governance can be improved. It will enable scrutiny councillors to explore: the role and responsibility of governors; and issues relating to recruitment and the support they are given.

A draft Inquiry Panel Brief will be prepared for the committee's agreement before any work on this topic commences.

c) Mental Health Services

An inquiry would look at the effectiveness of the provision of mental health services to children and young people, especially with reducing resources and increased demand for CAMHS (Child & Adolescent Mental Health Services). It will enable scrutiny councillors to: find about the extent of the problem in Swansea and access to services; look at the effectiveness of multi-agency working in delivering such services; and consider what improvements could be made.

A draft Inquiry Panel Brief will be prepared for the committee's agreement before any work on this topic commences.

6. Monitoring the Work Programme

- 6.1 A report is provided to each meeting to enable the committee to maintain an overview of all scrutiny activities to ensure that the work programme is co-ordinated and effective. In particular the committee will monitor progress of work undertaken by the informal Panels and Working Groups and findings to ensure that this work is effective and has the required visibility. Performance Panel conveners will be asked to attend the committee on a regular basis to provide updates and enable discussion on key activities and impact.

7. Public Requests for Scrutiny / Councillor Calls for Action

7.1 Welsh Medium Education

- 7.1.1 A request from a member of the public was received on 30 June.
- 7.1.2 In accordance with agreed protocol, the chair of the Scrutiny Programme Committee is required to consider any requests received and bring about a proposal about how to deal with these to the committee for consideration.
- 7.1.3 Taking into account relevant advice and views, the committee may choose to:
- a. include the matter in its work programme
 - b. refer the matter elsewhere
 - c. take no action
- 7.1.4 Correspondence from a member of the public was received by the Scrutiny Support Team which relates to the provision of Welsh medium primary school provision. The request is concerned about a lack of provision in Killay and the surrounding area and calls on scrutiny to highlight the issue, gather evidence about demand for Welsh medium

education in the area, and explore the potential for a new facility to help improve provision.

- 7.1.5 In his correspondence the member of the public stated that he had already written to the education department, local councillor and Assembly Member. Having sought advice it was confirmed that the Cabinet Member for Learning & Skills, Councillor Will Evans, was dealing with this and has now sent a reply, with copy supplied to the chair of the Scrutiny Programme Committee (see **Appendix 6**).
- 7.1.6 Having considered the request and subsequent response provided by the Cabinet Member for Learning & Skills it is recommended that the committee take no action.

8. Pre-Decision Scrutiny

- 8.1 To facilitate the ability to undertake pre-decision scrutiny a forward look document showing future cabinet business is made available to scrutiny. An internal 'Forward Look' document is maintained by Democratic Services and covers reports to both Cabinet and Council. Attached as **Appendix 7** is an extract from this document showing upcoming cabinet decision reports.
- 8.2 This information is already made available to all scrutiny councillors on a weekly basis and any councillor can make a request for pre-decision scrutiny.
- 8.3 If further information is sought about the content that would help inform whether pre-decision scrutiny should be formally requested on a particular matter then this should be identified as soon as possible and will be referred to the relevant Cabinet Member for response.
- 8.4 If the committee identifies any particular matter for pre-decision scrutiny a discussion with the Cabinet Member will be necessary in order to consider timescales and window of opportunity for scrutiny involvement. This may necessitate a special committee meeting.
- 8.5 To ensure the best use of time and resources it is assumed that pre-decision scrutiny will take place on an exceptional basis - decisions that may have big significance, thinking about things like:
- strategic impact
 - public interest
 - significant financial implications

9. Financial Implications

- 9.1 Any costs that arise out of work plan activities, for example expenses for witnesses or transport costs, are not envisaged to be significant and will be contained within the existing Scrutiny Budget.

10. Legal Implications

10.1 There are no specific legal implications raised by this report.

Background papers: None

Date: 24 July 2014

Legal Officer: Nigel Havard
Finance Officer: Carl Billingsley

Appendices:

- Appendix 1: The Committee Work Plan 2013/14
- Appendix 2: Scrutiny Activity Timetable
- Appendix 3: Progress of Panels and Working Groups
- Appendix 4: Scrutiny Councillor / Officer Leads
- Appendix 5: Draft Inquiry Panel Brief
- Appendix 6: Letter from Cabinet Member for Learning & Skills
- Appendix 7: Forward Look (Cabinet Business)

Scrutiny Programme Committee – Work Plan

Standing Agenda Items:

| | |
|--|--|
| Scrutiny Work Programme | <ul style="list-style-type: none"> To maintain overview on scrutiny work, monitor progress, and coordinate as necessary To plan for future committee meetings including key expectations e.g. key questions to explore, witnesses / information required To review future cabinet business and consider opportunities for pre-decision scrutiny To consider any public requests for scrutiny and/or Councillor Calls for Action (CCfA) |
| Scrutiny Letters | <ul style="list-style-type: none"> To review scrutiny letters and Cabinet Member responses arising from all scrutiny activities |
| Scrutiny Dispatches | <ul style="list-style-type: none"> To approve content of Dispatches prior to reporting to Council, ensuring visibility and awareness of key issues, findings and outcomes from scrutiny activities |
| Membership of Scrutiny Panels and Working Groups | <ul style="list-style-type: none"> To agree membership of Scrutiny Panels and Working Groups (including appointment of conveners) and subsequent changes |

Items for Specific Meetings:

| Meeting | Reports | Purpose |
|---------|---|---|
| 7 Jul | <ul style="list-style-type: none"> Cabinet Member Question Session – Cllr Mitch Theaker | <ul style="list-style-type: none"> Question and answer session with Cabinet Member for Opportunities for Children & Young People, on relevant portfolio responsibilities and activities. |
| | <ul style="list-style-type: none"> Progress Report – Local Service Board Performance Panel | <ul style="list-style-type: none"> Councillor Mike Day, Convener, to update on headlines from the Panel’s work and achievements |
| 4 Aug | <ul style="list-style-type: none"> Cabinet Member Question Session – Cllr Mark Child | <ul style="list-style-type: none"> Question and answer session with Cabinet Member for Wellbeing, on relevant portfolio responsibilities and activities. |
| | <ul style="list-style-type: none"> Progress Report – Wellbeing Performance Panel | <ul style="list-style-type: none"> Councillor Paxton Hood-Williams, Convener attending to update on headlines from the Panel’s work and achievements |
| | <ul style="list-style-type: none"> Final Inquiry Reports: § Inward Investment | <ul style="list-style-type: none"> To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision |
| | <ul style="list-style-type: none"> Swansea Children’s Rights Scheme | <ul style="list-style-type: none"> To give views and make recommendations as necessary on draft Scheme |
| | <ul style="list-style-type: none"> Scrutiny Annual Report | <ul style="list-style-type: none"> To agree the annual report of the work of overview & scrutiny for the municipal year 2013/14, as required by the constitution |

| | | |
|---------------|---|--|
| 1 Sep | <ul style="list-style-type: none"> • Cabinet Member Question Session – Cllr Christine Richards (Deputy Leader) | <ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Citizen, Community Engagement & Democracy, on relevant portfolio responsibilities and activities |
| | <ul style="list-style-type: none"> • Progress Report – Service Improvement & Finance Performance Panel | <ul style="list-style-type: none"> • Councillor Mary Jones, Convener attending to update on headlines from the Panel’s work and achievements. |
| | <ul style="list-style-type: none"> • Final Inquiry Reports: § Public Engagement | <ul style="list-style-type: none"> • To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision |
| 29 Sep | <ul style="list-style-type: none"> • Cabinet Member Question Session – Cllr Sybil Crouch | <ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Sustainability, on relevant portfolio responsibilities and activities. |
| | <ul style="list-style-type: none"> • Progress Report – Schools Performance Panel | <ul style="list-style-type: none"> • Convener attending to update on headlines from the Panel’s work and achievements. |
| | <ul style="list-style-type: none"> • Principles for Public Engagement in Scrutiny | <ul style="list-style-type: none"> • To consider report on public engagement including proposed adoption of Participation Cymru’s principles for public engagement (referenced in WAO Report – Good Scrutiny? Good Question!) |
| 27 Oct | <ul style="list-style-type: none"> • Cabinet Member Question Session – Cllr Ryland Doyle | <ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Target Areas, on relevant portfolio responsibilities and activities. |
| | <ul style="list-style-type: none"> • Progress Report – Wellbeing Performance Panel | <ul style="list-style-type: none"> • Councillor Paxton Hood-Williams, Convener attending to update on headlines from the Panel’s work and achievements. |
| 24 Nov | <ul style="list-style-type: none"> • Cabinet Member Question Session – Cllr David Phillips (Leader) | <ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Anti-Poverty, on relevant portfolio responsibilities and activities. • Focus on Anti-Poverty - questioning on achievements / plans in this area • Focus on Community Regeneration / Communities First - questioning on achievements / plans in this area |
| | <ul style="list-style-type: none"> • Progress Report – Service Improvement & Finance Performance Panel | <ul style="list-style-type: none"> • Councillor Mary Jones, Convener attending to update on headlines from the Panel’s work and achievements. |
| | <ul style="list-style-type: none"> • Cabinet Member | <ul style="list-style-type: none"> • Question and answer session with Cabinet Member |

| | | |
|---------------|---|---|
| 22 Dec | Question Session – Cllr Will Evans | for Learning & Skills, on relevant portfolio responsibilities and activities. |
| | • Progress Report – Schools Performance Panel | • Convener attending to update on headlines from the Panel’s work and achievements. |
| 19 Jan | • Cabinet Member Question Session – Cllr Rob Stewart | • Question and answer session with Cabinet Member for Finance & Resources, on relevant portfolio responsibilities and activities. |
| | • Progress Report – Wellbeing Performance Panel | • Councillor Paxton Hood-Williams, Convener attending to update on headlines from the Panel’s work and achievements. |
| 16 Feb | • Cabinet Member Question Session – Cllr June Burtonshaw | • Question and answer session with Cabinet Member for Place, on relevant portfolio responsibilities and activities. |
| | • Progress Report – Service Improvement & Finance Performance Panel | • Councillor Mary Jones, Convener attending to update on headlines from the Panel’s work and achievements. |
| 16 Mar | • Cabinet Member Question Session – Cllr Nick Bradley | • Question and answer session with Cabinet Member for Regeneration, on relevant portfolio responsibilities and activities. |
| | • Progress Report – Schools Performance Panel | • Convener attending to update headlines from the Panel’s work and achievements. |
| 13 Apr | • Cabinet Member Question Session – Cllr David Phillips | • Question and answer session with Cabinet Member for Anti-Poverty, on relevant portfolio responsibilities and activities. |
| | • Progress Report – Local Service Board Performance Panel | • Councillor Mike Day, Convener, to update on headlines from the Panel’s work and achievements |
| | • Annual Work Plan Review | • To reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny |

To be scheduled:

| | |
|--|---|
| <ul style="list-style-type: none"> Final Inquiry Reports: <ul style="list-style-type: none"> § Social Care at Home § Streetscene | <ul style="list-style-type: none"> To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision |
| <ul style="list-style-type: none"> Impact Reports | <ul style="list-style-type: none"> Report back on follow ups to previous scrutiny inquiries: <ul style="list-style-type: none"> - Services for Looked After Children - Public Transport |

| | |
|---|--|
| | <ul style="list-style-type: none"> - Affordable Housing - Tourism - Economic Inactivity - Attainment & Wellbeing |
| <ul style="list-style-type: none"> • Crime & Disorder Scrutiny | <ul style="list-style-type: none"> • Progress on Safer Swansea Partnership Performance with Co-Chairs - questioning on plans, performance, challenges • Examining the Draft Safer Swansea Partnership 3 Year Strategy • Engagement with the Police and Crime Commissioner |

Other:

- Further special meetings re. Gypsy & Traveller Site Provision – Review of Process
- Reports on relevant regional / national scrutiny development & improvement Issues (incl. report back from WLGA / CfPS network meetings)
- Referrals from other council bodies, such as cabinet

Scrutiny Work Programme 2014-15

Appendix 2

| ACTIVITY | May | June | July | August | September | October |
|--|---|--------------------|--------------|---------|-----------|---------|
| Scrutiny Programme Committee | 27* | 9 | 7 8* | 4 | 1 29 | 27 |
| Inquiry Panels | | | | | | |
| Current: | | | | | | |
| Inward Investment (started Sep 2013) | 13 20 | 3 | 2 | | | |
| Public Engagement (started Sep 2013) | | 2 | | | | |
| Streetscene (started Oct 2013) | | 5 11 | 14 | | | |
| Social Care at Home (started Jan 2014) | 15 | 17 | 8 15 | 5 | | |
| Education Inclusion (started Feb 2014) | work currently suspended pending outcome of departmental review | | | | | |
| Follow Up: | | | | | | |
| Services for LAC (Cabinet 17/9/13) | | | 15 | | | |
| Public Transport (Cabinet 12/11/13) | | | | | | |
| Affordable Housing (Cabinet 3/12/13) | | | | | | |
| Tourism (Cabinet 14/1/14) | | | | | 16 | |
| Economic Inactivity (Cabinet 3/6/14) | | | | 30 | | |
| Attainment & Wellbeing (Cabinet 1/7/14) | | | | | | |
| | Key for Inquiries: | | | | | |
| | Scoping | Evidence Gathering | Final Report | Cabinet | Follow Up | |
| Performance Panels | | | | | | |
| Wellbeing | 12 | 2 16 30 | 14 | 11 | 1 15 29 | 13 27 |
| Service Improvement & Finance | 14 | 11 | 16 | 20 | 17 | 15 |
| Schools Performance | | 5 | 3 | 21 | 18 | 16 |
| Local Service Board (multi-agency panel) | 12 | | 21 | | 22 | |
| Working Groups | | | | | | |
| Planning Service | | 10 | | | | |
| Car Parking | | | | | 22 | |
| Local Flood Risk Management | | | | | | |

* special meetings

Progress Report – Current Scrutiny Panels and Working Groups

1. Inquiry Panels:

a) **Inward Investment** (convener: Cllr Jeff Jones)

Key Question: What can the Council do to influence inward investment into Swansea and the South West Wales region?

Progress Bar:

| Scoping | Evidence Gathering | Draft Final Report |
|---------|--------------------|--------------------|
| | | |

The Panel met on the 2 July to discuss the draft final report and will now report to the Scrutiny Programme Committee meeting on 4 August.

b) **Public Engagement** (convenor: Cllr Joe Hale)

Key Question: How can the Council improve its engagement practices with the public, staff and external stakeholders?

Progress Bar:

| Scoping | Evidence Gathering | Draft Final Report |
|---------|--------------------|--------------------|
| | | |

The final report has been drafted and the panel is due to agree the final report and recommendations.

c) **Streetscene** (convenor: Cllr John Bayliss)

Key Question: How well does the Council maintain and keep clean the roads, footways and verges in Swansea, and what changes should it make?

Progress Bar:

| Scoping | Evidence Gathering | Draft Final Report |
|---------|--------------------|--------------------|
| | | |

The Panel is due to meet to discuss the findings report and to draft conclusions and recommendations.

d) **Social Care at Home** (convenor: Cllr Jane Harris)

Key Question: How can Swansea Council and its partners support elderly people to enable them to remain in their own homes?

Progress Bar:

| Scoping | Evidence Gathering | | | | Draft Final Report | | | |
|---------|--------------------|--|--|--|--------------------|--|--|--|
| | | | | | | | | |

The Panel's final evidence gathering session will take place on 5 August with representatives from the Red Cross. Home visits are also taking place w/c 21 July, w/c 28 July and w/c 4 August, with people who have recently been through the home care assessment process in order to understand the process from the point of view of service users. The next step will be for the Panel to consider its findings and commence work on developing a set of conclusions and recommendations. This will take place in September.

2. Follow Up on Completed Inquiries:

Follow-ups of inquiries will consider both the implementation of scrutiny recommendations and wider impact / difference made. Inquiry Panels are reconvened between 6-12 months after cabinet decision on Inquiry reports.

| Inquiry | Cabinet Decision | Recommendations | | | Follow Up Panel Meeting |
|------------------------------------|------------------|-----------------|--------|----------|-------------------------|
| | | Agreed | Partly | Rejected | |
| Services for Looked After Children | 17 Sep 2013 | 14 | 1 | 0 | 15 Jul 2014 |
| Public Transport | 12 Nov 2013 | 13 | 1 | 0 | tba |
| Affordable Housing | 3 Dec 2013 | 7 | 2 | 4 | tba |
| Tourism | 14 Jan 2014 | 14 | 0 | 0 | 1 Oct 2014 |
| Economic Inactivity | 3 Jun 2014 | 7 | 0 | 0 | tba |
| Attainment & Wellbeing | 1 Jul 2014 | 11 | 0 | 0 | tba |

a) Services for Looked After Children (convener: Cllr Ceinwen Thomas)

Key Inquiry Question: How can the local authority and key partners improve the experiences of looked after children in Swansea at different life stages?

The Panel met on the 15 July and was attended by the Cabinet Member. Broadly, the panel was pleased with the progress made to implement the agreed recommendations and agreed that the work was complete, although there were some outstanding issues which the Scrutiny Programme Committee will need to consider (to be forwarded

in the Convener's letter). The panel agreed to reconvene at a later date to consider the additional information that the Cabinet Member agreed to provide and it made a number of recommendations to the Wellbeing panel with regards to performance monitoring.

3. Performance Panels:

a) **Wellbeing** (convener: Cllr Paxton Hood-Williams)

See item 5 for detailed progress report.

b) **Service Improvement & Finance** (convener: Cllr Mary Jones)

The Panel met on 11 July and received a presentation from the Corporate Improvement Manager on the Corporate Improvement Plan 2013-17. The next meeting will take place on 20 August where the Panel will hold a Q & A session with the Cabinet Member for Skills and Learning in order to explore the impact of budget savings on services within his portfolio.

c) **Schools Performance** (convener: Cllr Fiona Gordon)

The Panel will meet with the Head of Education Inclusion on the 21 August to look at elective home education. The Panel wanted to understand the responsibilities of the local authority and the performance of children that are home educated.

d) **Local Service Board** (convener: Cllr Mike Day)

The Panel met with Cllr David Phillips on 21 July in his capacity as Chair of Swansea's LSB. They explored the role of the Council within the LSB. The next meeting will take place on 22 September where the Panel will meet with other members of the LSB Executive Group, including South Wales Police, Swansea Council for Voluntary Services the Welsh Government and AMBU Health Board.

4. Working Groups:

A number of topics have been identified which will be dealt with through one-off Working Groups.

a) **Planning Services** (convener: Cllr Mark Thomas)

Following the Working Group meet on 10 June a letter has been sent to the Cabinet Member for Place. A response is expected by 2 August. Further to the Group's discussion at the meeting the convener is giving thought to the most appropriate arrangement for any further scrutiny of performance in relation to planning enforcement, which the Scrutiny Programme Committee will need to agree upon.

b) the following Working Groups have been given priority and will be convened in the next few months:

- **Car Parks** (convener: Cllr Tony Colburn) – this has been arranged for 22 September with the purpose of discussing provision across Swansea, service performance, and plans for improvement.
- **Local Flood Risk Management** (convener: Cllr Susan Jones) – this will be a further meeting, following initial meeting in January 2013, to discuss Environment Agency flood risk and flood hazard maps and specific areas of risk. The Council has not yet received the maps in a format which can be used. It is likely that information will be ready to be presented to scrutiny by the early autumn.
- **Corporate Building and Property Services** (convener / membership tbc) – the relevant cabinet member / officer will be requested to provide a service briefing (what we do, why we do this, budget, performance, risk and challenges, assessment etc.) to enable questions about the effectiveness of the whole service, and follow up specific issues already raised including cost of services / charges relating to schools and community centres.
- **Sustainability** (convener / membership tbc) – the relevant cabinet member / officer will be requested to provide an assessment on current plans, priorities, activities and impact. This will enable questions on how this work is impacting on policies, service delivery and planning, and whether the authority is planning longer term / being preventative / considering future generations. The Working Group may wish to focus on specific future risks e.g. food security, climate change, energy supply.

c) the following Working Groups have also been identified and will be convened in the future as time and resources allow:

- **Target Areas** (convener / membership tbc) – the relevant cabinet member / officer will be requested to provide an assessment on progress with target areas work. This will enable questions about achievements and the impact of the new approach.
- **Roads / Highway Maintenance** (convener / membership tbc) – the relevant cabinet member / officer will be requested to provide a report covering service practices and procedures (e.g. dealing with pot holes), use of resources, prospects for improvement. This will enable questions about the quality and effectiveness of highway maintenance and repair, and also

issues relating to the relationship with utilities and strategic planning / co-ordination of works to minimise disruption to major access roads

- **Young Carers** (convener / membership tbc) – the relevant cabinet member / officer will be requested to provide a report on young carers. This will enable questions about the support available to young carers to minimise the impact on their personal development, education, employment and training.

Appendix 4

Lead Scrutiny Councillor / Officer Contacts:

| Activity | Lead Councillor | Lead Scrutiny Officer |
|---|--|---|
| Scrutiny Programme Committee | Mike Day mike.day@swansea.gov.uk | Brij Madahar (01792 637257) brij.madahar@swansea.gov.uk |
| <u>Inquiry Panels:</u> | | |
| Inward Investment What can the Council do to influence inward investment into Swansea and the South West Wales region? | Jeff Jones jeff.w.jones@swansea.gov.uk | Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk |
| Streetscene How well does the Council maintain and keep clean the roads, footways and verges in Swansea, and what changes should it make? | John Bayliss john.bayliss@swansea.gov.uk | Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk |
| Public Engagement How can the Council improve its engagement practices with the public, staff and external stakeholders? | Joe Hale joe.hale@swansea.gov.uk | Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk |
| Social Care at Home How can Swansea Council and its partners support people to enable them to remain in their own homes? | Jane Harris jane.harris@swansea.gov.uk | Dave Mckenna (01792 636090) dave.mckenna@swansea.gov.uk |
| <u>Inquiry Panels (follow up)</u> | | |
| Tourism | John Newbury john.newbury@swansea.gov.uk | Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk |

| | | |
|---|--|---|
| Services for Looked After Children | Ceinwen Thomas ceinwen.thomas@swansea.gov.uk | Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk |
| Affordable Housing | Terry Hennegan terry.hennegan@swansea.gov.uk | Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk |
| Public Transport | John Newbury john.newbury@swansea.gov.uk | Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk |
| Attainment & Wellbeing | Fiona Gordon fiona.gordon@swansea.gov.uk | Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk |
| Economic Inactivity | Chris Holley chris.holley@swansea.gov.uk | Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk |
| <u>Performance Panels:</u> | | |
| Wellbeing | Paxton Hood-Williams paxton.hood-williams@swansea.gov.uk | Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk |
| Service Improvement & Finance | Mary Jones mary.jones@swansea.gov.uk | Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk |
| Schools | Fiona Gordon fiona.gordon@swansea.gov.uk | Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk |
| Local Service Board (multi-agency) | Mike Day mike.day@sswansea.gov.uk | Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk |
| <u>Working Groups:</u> | | |

| | | |
|------------------------------------|---|--|
| Planning Services | Mark Thomas mark.thomas2@swansea.gov.uk | Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk |
| Local Flood Risk Management | Susan Jones susan.m.jones@swansea.gov.uk | Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk |
| Car Parking | Tony Colburn tony.colburn@swansea.gov.uk | tbc |

Draft Inquiry Panel Brief Creating a Can Do Corporate Culture

1. Why this topic is important:

- Having the right corporate culture is essential if the Council is to effectively tackle the challenges it faces e.g. demand management, reduced resources and rising expectations
- A can do culture underpins the Council's Sustainable Swansea: Fit for the Future Programme and its three strands of Efficiency, Prevention and New Models of Delivery
- The Council's policy commitments set out the need to "create a 'can do' culture to help turn our city around"
- The Council wants staff culture to be more focused on empowerment, personal responsibility, innovation and collaboration. An innovation programme has been set up to achieve this
- This is a difficult and challenging subject – learning from success elsewhere is essential

2. What is the key question?

How can the City and County of Swansea ensure that service delivery is supported by a can do culture?

3. What are the possible lines of inquiry?

- What does a can do culture look like? How would we know it when we see it?
- What are the benefits of a can do culture? Can they be quantified?
- What have successful councils done to achieve a can do culture?
- What have organisations in other sectors done to achieve a can do culture?
- How do we know how innovative we are?
- How can we create the environment where more people feel free to innovate, to do the right things for our customers in the right way?
- How can councillors contribute to a can do culture?

4. How is success in this subject measured?

- There are no readily available indicators for a 'can do' culture – this will be something for the inquiry to explore

5. **Which Councillors will be participating in this Panel?**

(membership / convener tbc)

6. **When will it report?**

The inquiry should be completed within 6 months of the first Panel meeting.

7. **Scrutiny Support - Lead Scrutiny Officer tbc**



CITY AND COUNTY OF SWANSEA

DINAS A SIR ABERTAWE

Mr F [REDACTED] W [REDACTED]

Killay
SwanseaPlease ask for:
Gofynnwch am:
Direct Line:
Llinell
Uniongyrochol:
E-Mail / E-Bost:
Our Ref / Ein
Cyf:
Your Ref / Eich
Cyf:
Date / Dyddiad:

Councillor William Evans

(01792) 637438

William.evans@swansea.gov.uk

WE/SH

18 July 2014

If you require this or any other information in another format e.g. Braille, audio tape or a different language, please contact me

Dear Mr [REDACTED]

Re: Welsh Medium Education in Swansea West

I refer to your e-mail dated the 20th June 2014 and would wish to make the following points.

Careful consideration has been given to the needs of pupils receiving education through both the medium of English and the medium of Welsh. This has included an extensive stakeholder engagement as part of the Authority's Quality in Education (QEd) 2020 programme and the Authority is continuing to deliver the priority options identified through this process, as resources allow.

You may well be aware that the Council has already created more additional Welsh medium primary places than the original target determined within the previous Welsh Education Scheme and will have created more than 700 additional places in the areas of greatest need.

The demand for Welsh medium primary provision within the Killay/Dunvant area has not to date been identified as among the areas of greatest need and there is no evidence of significant unmet demand for places.

COUNCILLOR/Y CYNGHORYDD

WILLIAM EVANS

CABINET MEMBER FOR LEARNING & SKILLS
AELOD Y CABINET DROS DDYSGU A SGILIAUCABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637438 ☏ (01792) 636196

✉ william.evans@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA

DINAS A SIR ABERTAWE

- 2 -

Looking at current primary pupils living in the catchments for Killay, Duvant, Hendrefoilan and Pen-y-Fro primary school, 35 attend Welsh medium schools at the moment. There are 831 primary age pupils resident in these catchments, so 4.2% are in Welsh medium. In the county, 2961 pupils are in Welsh primaries out of 20957 (14.1%), so these areas do have a much smaller proportion in Welsh medium.

For secondary schools, these areas have 17 pupils in Welsh medium out of 586 (2.9%). At county level there are 1169 in Welsh schools out of 11761 (9.93%), so again a much lower proportion in Welsh medium.

The data collected from the 2012 pre-school survey showed us that 14 people in these areas said they would have chosen a Welsh school if one was nearer. This was out of 139 surveys returned in these areas (10.1%). The current survey is still arriving back with us, so hasn't been analysed yet.

It could of course be argued that more parents might choose a Welsh medium education if there was a nearer school, however, from much experience of statutory proposals, it is apparent that the Welsh Government do not consider this to be a sufficiently strong basis for the creation of an additional school. The Council has regular meetings with RhAG (Rhieni dros Addysg Gymraeg) and again Killay/Duvant have not been identified as the areas of greatest need.

I can assure you that the Council will continue to monitor the demand for places and will continue to address the areas of greatest need as part of its longer term County wide school organisation strategy.

Yours sincerely



**COUNCILLOR WILLIAM EVANS
CABINET MEMBER FOR LEARNING & SKILLS**

**COUNCILLOR/Y CYNGHORYDD
WILLIAM EVANS
CABINET MEMBER FOR LEARNING & SKILLS
AELOD Y CABINET DROS DDYSGU A SGILIAU**

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637438 ☎ (01792) 636196
✉ william.evans@swansea.gov.uk www.swansea.gov.uk

FORWARD PLAN
Internal Plan 2014 - 2015

| Report Title | Report Summary | Report Author | Portfolio | Decision to be taken by | Date of Expected Decision |
|--|--|---------------|---------------------------------|-------------------------|---------------------------|
| Local Transport Fund FPR7 Report | To approve the use of grant funds received via the Local Transport Fund. | John Bayliss | Cabinet Member for Place | Cabinet | 26 Aug 2014 |
| Proposed lease of Underhill Park to Mumbles Community Association | Mumbles Community Association wish to lease prts of Underhill Park to enable them to apply for grant funding to improve community sports facilities and opportunities. | Phil Roberts | Cabinet Member for Regeneration | Cabinet | 26 Aug 2014 |

| Details of the Decision to be taken | Report Summary | Report Author | Portfolio | Decision to be taken by | Date of Expected Decision |
|---|--|----------------------|---|-------------------------|---------------------------|
| <p>Adoption of a revised Social Services Complaints Policy</p> | <p>New legislation has been enacted to bring the Social Services Complaints mechanism into line with other Public Sector complaints mechanisms, in accordance with the WG Model Complaints Policy.</p> <p>The report introduces a newly drafted Social Services Complaints Policy (at Appendix 1) which addresses the new legislative changes and recommends that the new policy be adopted.</p> | <p>Andrew Taylor</p> | <p>Cabinet Member for Citizen, Community Engagement & Democracy (Deputy Leader)</p> | <p>Cabinet</p> | <p>23 Sep 2014</p> |
| <p>Discretionary Rate Relief - Temporary Rate Relief Schemes (Wales)</p> | <p>This report will provide details of two new rate relief schemes and a recommendation on whether to accept grant funding from Welsh Government to support the expenditure incurred in providing relief relating to the schemes, under Section 47 of the Local Government Finance Act 1988</p> | <p>Mike Hawes</p> | <p>Cabinet Member for Finance and Resources</p> | <p>Cabinet</p> | <p>16 Sep 2014</p> |

| Details of the Decision to be taken | Report Summary | Report Author | Portfolio | Decision to be taken by | Date of Expected Decision |
|---|--|-----------------|------------------------------------|-------------------------|---------------------------|
| Permission to Apply for Planning Consent | To seek Cabinet approval to apply for planning permission for improvement works in order to assist in meeting the Welsh Government recycling targets. | Chris Howell | Cabinet Member for Place | Cabinet | 23 Sep 2014 |
| Proposed Amalgamation of Brynhyfryd Infant and Junior Schools | Cabinet had already given approval for consultation to take place. Cabinet now needs to consider the views expressed during the consultation period and decide if the proposal should move to the next stage i.e. the publication of a Statutory Notice for a period of 28 days. | Arwyn Thomas | Cabinet Member for Learning Skills | Cabinet | 23 Sep 2014 |
| Proposed Appropriation of the Recreation Ground, Oystermouth Road, Swansea | Proposed appropriation of the Recreation Ground was advertised as required by S122 of the Local Government Act 1972 and objections received must be considered prior to a decision being made. | Martin Nicholls | | Cabinet | 23 Sep 2014 |

| Details of the Decision to be taken | Report Summary | Report Author | Portfolio | Decision to be taken by | Date of Expected Decision |
|--|---|--------------------------|-------------------------------------|-------------------------|---------------------------|
| Procurement of a Waste Partner Contract Award and Capital Budget for Tir John | <p>A previous Capital Budget was approved in principle for Tir John; however the details were not approved. A requirement for further capital provision has been identified which has not been approved. The report will seek approval of the revised Capital Budget.</p> | <p>Chris Howell</p> | <p>Cabinet Member for Place</p> | <p>Cabinet</p> | <p>23 Sep 2014</p> |
| Supporting People Programme Grant (SPPG) Local Commissioning Plan | <p>The appendix document the "Supporting People Commissioning Plan". The Cabinet report summaries key strategic priorities for spending the grant and activity in relation to administrating the grant.</p> | <p>Deborah Driffield</p> | <p>Cabinet Member for Wellbeing</p> | <p>Cabinet</p> | <p>21 Oct 2014</p> |

Agenda Item 11

Report of the Chair

Scrutiny Programme Committee – 4 August 2014

MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS

| | |
|---|---|
| Purpose | The Scrutiny Programme Committee is responsible for appointing members and conveners to the various scrutiny panels / working groups that are established. This report advises of changes that need to be agreed. |
| Content | The report relates to: <ul style="list-style-type: none">• Car Parking Scrutiny Working Group |
| Councillors are being asked to | approve the changes to membership detailed in the report |
| Lead Councillor(s) | Councillor Mike Day, Chair of the Scrutiny Programme Committee |
| Lead Officer & Report Author | Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk |

1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for appointing members and conveners to the various scrutiny panels / working groups that are established.

2. Changes to Membership

- 2.1 The committee is asked to agree the following changes:

a) Car Parking Scrutiny Working Group:

REMOVE Councillor Cheryl Philpott

ADD Councillor David Cole

Following this change the revised Working Group membership will be 7 councillors as follows:

Labour Councillors: 5

| | |
|-------------|---------------|
| David Cole | Fiona Gordon |
| Ann Cook | Lesley Walton |
| Mandy Evans | |

Independent Councillor: 1

| | |
|-------------|--|
| Keith Marsh | |
| | |

Conservative Councillor: 1

| | |
|--------------------------------|--|
| Tony Colburn (CONVENER) | |
|--------------------------------|--|

3. Legal Implications

3.1 There are no specific legal implications raised by this report.

4. Financial Implications

4.1 There are no specific financial implications raised by this report.

Background Papers: None

Date: 17 July 2014

Legal Officer: Nigel Havard

Finance Officer: Carl Billingsley

Agenda Item 12

Report of the Chair

Scrutiny Programme Committee – 4 August 2014

SCRUTINY LETTERS

| | |
|---------------------------------------|--|
| Purpose | To ensure the committee is aware of the scrutiny letters produced following various scrutiny activities, and responses to date. |
| Content | The report will include a log of scrutiny letters that are produced this year and provide a copy of recent correspondence for discussion. |
| Councillors are being asked to | <ul style="list-style-type: none">• Review the scrutiny letters and responses• Make comments, observations and recommendations as necessary |
| Lead Councillor(s) | Councillor Mike Day, Chair of the Scrutiny Programme Committee |
| Lead Officer(s) | Dean Taylor, Director – Corporate Services |
| Report Author | Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk |

1. Introduction

- 1.1 The production of scrutiny letters has become an established part of the way scrutiny operates in Swansea. Letters from the chair (or conveners) allow scrutiny to communicate directly and quickly with relevant cabinet members.
- 1.2 These letters are used to convey views and conclusions about particular issues discussed and provide the opportunity to raise concerns, ask for further information, and make recommendations. This enables scrutiny to engage with Cabinet Members on a regular and structured basis.
- 1.3 Scrutiny letters, whether they are written by the Programme Committee or conveners of panels / working groups, are published in the committee agenda to ensure awareness and enable the committee to comment on the response to the matters raised, as well as to ensure visibility across the council and public.

- 1.4 As the current municipal year progresses this report will contain a log of scrutiny letters produced to enable the committee to maintain an overview of this activity over the year – see **Appendix 1**. It also provides for discussion a copy of full correspondence of recent letters where cabinet member responses were awaited and have now been received or where a scrutiny letter did not require a response:
- a) Letter to/from Cabinet Member for Anti Poverty (Committee Meeting – 14 April)
 - b) Letter to/from Cabinet Member for Wellbeing (Wellbeing Performance Panel Meeting – 2 June 2014)
 - c) Letter to/from Cabinet Member for Place (Committee Meeting – 9 June 2014)
 - d) Letter to/from Cabinet Member for Finance & Resources (Service Improvement & Finance Performance Panel – 11 June)
 - e) Letter to Cabinet Member for Learning & Skills (Schools Performance Panel Meeting – 3 July 2014)
- 1.5 Where requested, Cabinet Members are expected to respond in writing to scrutiny letters within one month. The response should indicate what action (if any) they intend to take as a result of the views and recommendations made.

2. Legal Implications

- 2.1 There are no legal implications.

3. Financial Implications

- 3.1 There are no financial implications.

Background Papers: None

29 July 2014

Legal Officer: Nigel Havard

Finance Officer: Carl Billingsley

Scrutiny Letters Log (May 2014 – April 2015):**Responses Outstanding from 2013-14:**

| No. | Committee / Panel / Working Group | Main Issue(s) | Cabinet Portfolio | Letter Sent | Response Received | Reported to Committee |
|---------|--|--|---|-------------|-------------------|-----------------------|
| 2014/23 | Service Improvement & Finance Performance Panel (10 April) | <ul style="list-style-type: none"> Finance Monitoring – 3rd Quarter Performance Monitoring – 3rd Quarter Policy Commitments Tracker | Anti-Poverty / Finance & Resources / Regeneration / Place Sustainability / Target Areas / Children & Young People | 6 May | | |

Page 14

Letters since 8 May 2014:

| No. | Committee / Panel / Working Group | Main Issue(s) | Cabinet Portfolio | Letter Sent | Response Received | Reported to Committee |
|---------|--------------------------------------|--|-------------------|-------------|-------------------|-----------------------|
| 14/15-1 | Wellbeing Performance Panel (12 May) | <ul style="list-style-type: none"> Telecare & Community Alarm Service | Wellbeing | 13 May | N/A | 9 Jun |
| 14/15-2 | Committee (14 Apr) | <ul style="list-style-type: none"> Cabinet Member Question Session | Anti-Poverty | 11 Jun | 3 Jul | 4 Aug |

| No. | Committee / Panel / Working Group | Main Issue(s) | Cabinet Portfolio | Letter Sent | Response Received | Reported to Committee |
|---------|---|--|---------------------|-------------|-------------------|-----------------------|
| 14/15-3 | Wellbeing Performance Panel (2 June) | <ul style="list-style-type: none"> Child & Family Services Performance Monitoring Factors that influence which schools looked after children are placed in | Wellbeing | 17 Jun | 14 Jul | 4 Aug |
| 14/15-4 | Committee (9 Jun) | <ul style="list-style-type: none"> Further letter following Cabinet Member response re: Waste Management, Public Transport, Blue Badge Scheme | Place | 2 Jul | 28 Jul | 4 Aug |
| 14/15-5 | Service Improvement & Finance Performance Panel (11 June) | <ul style="list-style-type: none"> Saving targets/staffing issues Council tax ICT contract Budget scrutiny HRA changes | Finance & Resources | 2 Jul | 18 Jul | 4 Aug |
| 14/15-6 | Schools Performance Panel (3 Jul) | <ul style="list-style-type: none"> Tackling poor performing teachers and recruitment of senior staff in schools | Learning and Skills | 21 Jul | Not required | 4 Aug |



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

**To/
Councillor David Phillips,
Cabinet Member for Anti-Poverty**

BY EMAIL

Please ask for: Scrutiny
Gofynnwch am:
Direct Line: 01792 637257
Llinell Uniongyrochol:
e-Mail scrutiny@swansea.gov.uk
e-Bost:
Our Ref SPC/2014-15/1
Ein Cyf:
Your Ref
Eich Cyf:
Date 11 June 2014
Dyddiad:

Dear Councillor Phillips,

Re: Cabinet Member Question Session – 14 April

Thank you for your attendance at the Scrutiny Programme Committee on 14 April 2014 and answering questions on your work as Cabinet Member for Anti-Poverty. As stated we are writing to you in order to reflect on what we learnt from the discussion, and share the views of the committee. Apologies for the delay in getting this to you.

You talked about 'Poverty and Prevention' as an overarching strand that should cut across all of the council's work, and that the purpose of your portfolio was to develop the poverty and prevention strategy. The committee was interested to see the clear thread through all council policies.

You described specific issues that this work included such as, ensuring children have the best start in life, school readiness, initiatives including Team Around the Family, developing parenting skills, tackling the impact of welfare reforms, and how your work linked with the target areas approach and engaging the community in local based solutions.

However, you stressed that this was a particularly difficult and challenging agenda, one that was not easy to define, and depended a lot on the work of partners as well as the council. It was concerning that the scale of the problem appeared to be increasing (e.g. no. of children living in workless households). But, you gave assurance to the committee that you were working on identifying specific actions and measures of success to evaluate progress and the effectiveness of efforts and resources being put in, both in the short, medium and long-term.

Cont'd...

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

CITY AND COUNTY OF SWANSEA / DINAS A SIR ABERTAWE

CIVIC CENTRE, SWANSEA, SA1 3SN / CANOLFAN DDINESIG, ABERTAWE, SA1 3SN

Page 116
www.swansea.gov.uk

The committee appreciated your portfolio objectives and acknowledged the size of the task, but highlighted the importance of having baseline performance information and clear targets and milestones about what you want to achieve and outcomes. It was important to the committee that you could demonstrate the link between activity and improvement / outcomes. We heard that you have commissioned work on developing a robust performance framework for this work. We noted that you welcomed a view from scrutiny on effective measures across the Local Service Board. You informed us that performance information in relation to the poverty and prevention agenda would be available around August. We look forward to seeing this at the earliest opportunity. It is not disputed that this is a long-term agenda but it has to be measured, and in the early years we should expect to see positive indications of progress.

A number of specific issues were discussed, which are summarised below:

Partnership Working

We recognised how vital effective partnership working was to success and wanted to know how you were ensuring that this was happening. You indicated that partnership working was easier said than done, but as chair of the Local Service Board you were engaged in dialogue with partners on a regular basis to work on shared objectives. However you felt that more could be done at a national level to facilitate working across organisational boundaries. We expect that the Local Service Board Scrutiny Performance Panel will keep a watch on partnership working.

Target Areas

We were interested in your comments that the target areas may be too big. You confirmed that more information was being sought to inform any change in approach to ensure that resources are directed in the right places and have the greatest impact. We agreed that it would be sensible to keep target areas work under review. We will be meeting with Councillor Ryland Doyle in October so will take the opportunity to pick up any specific issues with him.

Poverty Forum

We would be grateful for some information about the work of the Poverty Forum. Can you confirm who is involved in this group and whether it has met?

Flying Start

Can you provide further information on the effectiveness of the Flying Start partnership in Swansea, including financial commitments? We gather that some work has been done to evaluate Flying Start and would appreciate you sharing any relevant reports on this.

We would be grateful for your response to this letter. It would be helpful to receive your reply to this letter by 11 July so that it can be included in the agenda of a future committee meeting at the earliest opportunity.

We look forward to meeting you again to follow up on portfolio developments. Thank you for providing a copy of presentation given by the Director – People, and Head of Poverty & Prevention, which covers the principles and approach to anti-poverty work, the targeting of resources, and partnership working. This could serve as a useful point of reference when we ask you about activities and achievements, and consider progress with your anti-poverty agenda in the coming year.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Mike Day', with a stylized flourish at the end.

COUNCILLOR MIKE DAY

Chair, Scrutiny Programme Committee

✉ mike.day@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mike Day
Chair of Scrutiny Programme
Committee
City & County of Swansea

Please ask for:
Gofynnwch am:
Direct Line:
Linell
Uniongyrochol:

Cllr David Phillips
01792 636141

E-Mail / E-Bost: david.phillips@swansea.gov.uk
Our Ref / Ein Cyf: DP/SH
Your Ref / Eich Cyf: SPC/2014-15/1
Date / Dyddiad: 1 July 2014

If you require this or any other information in another format e.g. Braille, audio tape or a different language, please contact me

Dear Councillor Day

RE: Cabinet Member Question Session – 14 April 2014

Thank you for your letter dated 11 June 2014 regarding my attendance at the Scrutiny Programme Committee on the 14 April 2014 in which I answered questions as Cabinet Member for Anti-Poverty.

The Poverty Strategy, with the Poverty Profile and performance management framework I mentioned in our meeting, will be available in September 2014. This shows a clear baseline regarding poverty issues across the City & County of Swansea and our actions to achieve the One Swansea Plan outcomes.

Partnership working is vital if we are to succeed across this broad agenda. The Local Service Board has agreed to establish a Swansea Partnership Poverty Forum which met for the first time on 1 July 2014, with members of the LSB attending, including third sector partners involved in delivery. An on-going dialogue among multiple partners is progressing within the Poverty & Prevention Service and across the Council to achieve our One Swansea Plan objectives.

COUNCILLOR/Y CYNGHORYDD
DAVID PHILLIPS
LEADER / ARWEINYDD

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 636141 ☎ (01792) 636196
✉ david.phillips@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

- 2 -

The Council will continue to focus on the Tier 1 Target areas of Townhill, Castle and Penderry, but also look at pockets of need whether within a community or geographically. (For clarity, my reference to target areas potentially being seen as too big was in relation to undertaking localised work e.g. a park, a number of streets, a small estate etc.)

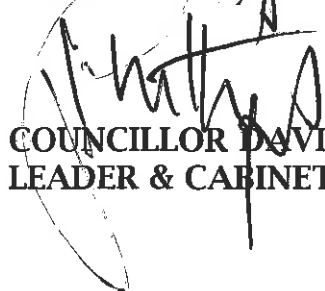
The Poverty Forum meets every two months. This is mainly an internal group of staff with some colleagues from ABMU Health Board in attendance. The attendees are those from across the Council who are delivering and developing the tackling poverty agenda across the themes of worklessness, health, family support, debt and finance, and education. The last meeting of the Poverty Forum was on 2 June 2014 and the membership of the group is in the appendix attached.

Flying Start is now into its third Phase in Swansea. The previous two phases have seen 2,149 children and their families supported in 2013/14, through childcare settings in schools within eligible areas. This number will increase in 2014/15 to 2,659 children, and when the Phase 3 this will expand further when the Phase 3 childcare settings are opened in 2015/15 to 2,903.

A new development tool called an "Outcomes Star" has been introduced for both the children and the parents to follow and track their progression. This is very new, only having been used in all settings from April 2014 onwards. It is thus too early to provide any statistically significant data. There are a number of Corporate Performance measures which include children's attendance at Flying Start Settings, their level of development at age 2 and at age 3 years. There is also a national evaluation on Flying Start commissioned by Welsh Government which is available on their website.

Thank you for your interest and I look forward to sharing more regarding the Poverty Strategy as it develops.

Yours sincerely



COUNCILLOR DAVID PHILLIPS
LEADER & CABINET MEMBER FOR POVERTY

Appendix:

Poverty Forum Membership:

Jack Straw – Chief Executive
Cllr David Phillips – Leader of the Council
Chris Sivers – Director of People
Sarah Crawley – Head of Poverty & Prevention
Karen Grunhut – Social Inclusion Unit Manager
Sian Bingham – Prevention and Early intervention strategy manager
Jane Harries – Housing
Mike Hughes – Adult Learning
Steve Marshall – Economic regeneration
Sharon Davies – Education
Jo Portwood – Corporate Policy
Sharon Miller – ABMU Health Board
Nina Williams – Public Health



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Mark Child
Cabinet Member, Well Being
Civic Centre
Oystermouth Road
SWANSEA
SA1 3SN

*Please ask for:
Gofynnwch am:*

**Overview &
Scrutiny**

*Direct Line:
Linell Uniogyrochol:*

01792 637491

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Our Ref
Ein Cyf:*

CFS/01

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

6 June 2014

Dear Councillor Child

Well Being Performance Panel on 2 June 2014

The Panel met on 2 June 2014 to consider the latest Child & Family Services performance monitoring report (April 2014).

The panel welcomed the opportunity to scrutinise performance. It was pleased to see:

- Overall performance had improved and was being maintained
- Practices to up-skill partners had resulted in stable rates of referrals and re-referrals
- The timeliness of decisions had been sustained at 100% for the last 11 months with just a small dip in performance in November.
- The Health & Social Care Bill provides for post-18 looked after children to remain with foster care family
- Although the number of statutory reviews were down, fewer reviews were due last month which explained the decrease.

The panel highlighted the following concerns:

- Low number of referrals to the regional Integrated Family Support Service. This worried the panel as this is a major resource which could provide additional support and benefits for families in Swansea. The panel agreed that use of this service by social work teams needed be encouraged and promoted. The panel agreed to invite representatives from the IFSS and the appropriate operational manager to a future panel meeting.
- An under-representation of black, minority and ethnic children among children in need, child protection cases and looked after children. The

Overview & Scrutiny / Trosolwg a chraffu

City and County of Swansea / Dinas a Sir Abertawe
Civic Centre, Swansea, SA1 3SN / Canolfan Ddinesig, Abertawe, SA1 3SN

Service must ensure that these communities understand referral processes, support available and the role of social services.

- The panel remains concerned that there are more looked after children who are boys than girls. The panel would like to know how the Signs of Safety framework specifically addresses and considers boys, their behaviour, needs and issues.
- The number of care leavers who are NEET continues to concern the panel and this needs to be an area of focus for the department.
- As Looked After Children have transitioned into the Children in Need category this has increased the CIN population. This requires monitoring.

Key Performance Indicators

The panel highlighted the following as concerns:

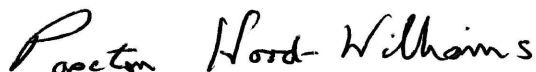
- The number of looked after children experiencing one or more changes of school. The panel agreed that greater understanding was needed for the reasons for school changes so that action could be taken to reduce the number of changes.

Officers agreed to provide the following to the panel for consideration at future panel meetings (dates to be determined):

- Analysis of CIN census data

I hope you find this letter useful and informative and look forward to your response.

Yours sincerely



COUNCILLOR PAXTON HOOD-WILLIAMS
CONVENOR, CHILD & FAMILY SERVICES PERFORMANCE PANEL

✉ PAXTON.HOOD-WILLIAMS@SWANSEA.GOV.UK

CC: **CABINET MEMBER**
DAVE HOWES – HEAD OF CHILD & FAMILY SERVICES
CAROL REA – HEAD OF ADULT SOCIAL SERVICES



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Paxton Hood-Williams
City & County of Swansea

Please ask for:
Gofynnwch am:
Direct Line:
Llinell
Uniongyrochol:

Councillor Mark Child
(01792) 637441

E-Mail / E-Bost:

mark.child@swansea.gov.uk

Our Ref / Ein
Cyf:

MC/VHD

Your Ref / Eich
Cyf:
Date / Dyddiad:

11th July 2014

**If you require this or any other information in another format
e.g. Braille, audio tape or a different language, please contact me**

Dear Councillor Hood-Williams

Re: Well Being Performance Panel 7 April 2014

Thank you for your letter of 6th June, and your comments on a number of positive performance indicators.

With regard to the use of the Integrated Family Support Service, I thank you for pointing out low levels of use, and I will be asking officers if the appropriate use is being made of that specialised service.

Services and approaches in place for early intervention or to prevent it becoming necessary for Child and Family services involvement need to be challenged to ensure they too are working well. For example, are they targeting boys in anyway, is action to reduce NEETs addressing the needs of LAC, or is there anything specifically aimed and black and ethnic minority children. Child and Family services have an interest in these sorts of activities working well, and they may be areas Scrutiny would be interested in taking evidence from too.

COUNCILLOR/Y CYNGHORYDD
MARK CHILD
CABINET MEMBER FOR WELLBEING
AELOD Y CABINET DROS LES

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637441 ☎ (01792) 636196
✉ mark.child@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

- 2 -

It is hard to know what the balance is for children changing school. There may be very good reasons for a change, but on the other hand, change shouldn't take place without a very good reason. Perhaps a more detailed look at cases where a change of school has occurred may be worthwhile to review what the committee thought of the quality of these decisions.

Yours sincerely



COUNCILLOR MARK CHILD
CABINET MEMBER FOR WELLBEING

COUNCILLOR/Y CYNGHORYDD
MARK CHILD
CABINET MEMBER FOR WELLBEING
AELOD Y CABINET DROS LES

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637441 ☎ (01792) 636196
✉ mark.child@swansea.gov.uk www.swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

**To/
Councillor June Burtonshaw,
Cabinet Member for Place**

BY EMAIL

Please ask for: Scrutiny
Gofynnwch am:
Direct Line: 01792 637257
Llinell Uniongyrochol:
e-Mail scrutiny@swansea.gov.uk
e-Bost:
Our Ref SPC/2014-15/2
Ein Cyf:
Your Ref
Eich Cyf:
Date 2 July 2014
Dyddiad:

Dear Councillor Burtonshaw,

Re: Cabinet Member Question Session

Thank you for your response (dated 29 April) to the committee's letter on your work as Cabinet Member for Place. Your letter was discussed by the committee at our meeting on 9 June. Your response gave rise to further questions and it was agreed that I should write a further letter to you.

The following issues were discussed:

Waste Management

Having gone live with the three black bag limit the committee wanted to know more information about:

- Your evaluation of compliance / success?
- How many 'advice warnings' have had to be issued to residents?
- Whether there have been any specific problem areas?
- Whether there has been an increase in fly tipping cases?
- How many extra calls have there been to pick up black bags which have been found dumped?
- Impact on recycling performance?

Public Transport

The committee noted with some surprise and concern that since our session with you in February there has been a decision not to progress with the Quality Bus Contract approach. This has been one of the council's policy

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

CITY AND COUNTY OF SWANSEA / DINAS A SIR ABERTAWE
CIVIC CENTRE, SWANSEA, SA1 3SN / CANOLFAN DDINESIG, ABERTAWE, SA1 3SN

commitments and the recent Public Transport Scrutiny Inquiry Panel also supported this as a way forward. Can you confirm the rationale behind dropping this approach? What was the nature of the advice sought, the advice received and the advice acted on?

Please note that the Scrutiny Inquiry Panel will be reconvened shortly in order to follow up on the inquiry recommendations and impact and will no doubt pick this up with you then.

Blue Badge Scheme

It appears that your letter omitted to address the issue we raised about changes to the Blue Badge Scheme and impact. Members have been made aware of issues following the introduction of new regulations and changes to the eligibility criteria across Wales. You stated that you were aware of problems and had already fed back to the Welsh Government but were awaiting their response. Can you confirm whether you have had received further guidance from the Welsh Government in response to the issues raised?

We would be a grateful for your response to this letter. It would be helpful to receive your reply to this letter by 25 July so that it can be included in the agenda of a future committee meeting at the earliest opportunity.

We also look forward to our next meeting with you to follow up on portfolio developments and achievements.

Yours sincerely,



COUNCILLOR MIKE DAY

Chair, Scrutiny Programme Committee

✉ mike.day@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mike Day
Chair of Scrutiny Programme Committee

Please ask for:
Gofynnwch am:
Direct Line:
Llinell Uniongyrochol:

Councillor June Burtonshaw
(01792) 636926

E-Mail / E-Bost:
Our Ref / Ein Cyf:
Your Ref / Eich Cyf:
Date / Dyddiad:

June.burtonshaw@swansea.gov.uk
JEB/JW
SPC/2014-15/2
28 July 2014

**If you require this or any other information in another format
e.g. Braille, audio tape or a different language, please contact me**

Mike
Dear Councillor Day

Further to your letter dated 2 July 2014, I confirm that the issue of the form of Partnership which could be pursued with the bus company is still being considered. I will advise you of the outcome of the discussions once a decision has been taken.

Yours sincerely

June

**COUNCILLOR JUNE BURTONSHAW
CABINET MEMBER FOR PLACE**

**COUNCILLOR/Y CYNGHORYDD
JUNE BURTONSHAW
CABINET MEMBER FOR PLACE
AELOD Y CABINET DROS LEOEDD**

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 636926 ☎ (01792) 636196

✉ june.burtonshaw@swansea.gov.uk www.swansea.gov.uk



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Rob Stewart
Cabinet Member for Finance & Resources

BY EMAIL

*Please ask for:
Gofynnwch am:*

Scrutiny

*Direct Line:
Llinell
Uniongyrchol:*

01792 636292

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

2 July 2014

Dear Councillor Stewart,

**Service Improvement and Finance Scrutiny Performance Panel
11 June 2014**

Thank you for attending our Panel meeting on 11 June and engaging in an interesting and productive discussion. We are also grateful to Mike Hawes for his informative report on the arrangements for monitoring the capital and revenue budgets during 2014/15. This letter summarises the main points from our discussion.

Saving Targets

We are conscious that the level of savings required by the Council is unprecedented and that the financial position can be expected to worsen in coming years, with incremental savings of £48m required by 2017/18. We were encouraged to see that there is close monitoring of the savings targets required and that the level of Cabinet Member and Director involvement is high. We trust that this will enable any problems to be identified at an early stage. We will also be monitoring progress against savings targets via the quarterly budget monitoring reports.

Whilst it is essential that the savings targets are met it is also the role of this Panel to monitor the impact of these budget decisions. To that end we will be meeting with Cabinet Members throughout the year in order to discuss the impact on the performance of services within their portfolios.

Overview & Scrutiny / Trosolwg a chraffu

City and County of Swansea / Dinas a Sir Abertawe
Civic Centre, Swansea, SA1 3SN / Canolfan Ddinesig, Abertawe, SA1 3SN

You provided us with details on some of the key plans to achieve savings, including modernising services through the development of new Customer Contact Strategy, which will involve increasing digital communications. We will be interested to explore these issues further with individual Cabinet Members to discover how these strategies are producing savings and whether they are improving service delivery.

Staffing issues

A key part of the savings targets are reductions in staffing numbers. We were pleased to hear that due to strict vacancy management procedures the Council is reducing the risk of compulsory redundancies. We agree with this approach but we are also mindful that we need to be cautious of the effects that staffing cuts will have on service delivery. These are issues that we will be picking up with individual Cabinet Members when we discuss the impact of budget decisions on their portfolios.

Council Tax

You informed us that the Authority is performing well in the amount of Council Tax that it is collected. The target of 97.5% is being exceeded with a current collection rate of 98.4%, although we understand that this is the overall collection rate achieved over a number of years and that the in-year collection rate will be lower. In order to put this figure into context we would like to compare Swansea's performance with other local authorities in Wales. Therefore please could you arrange for this information to be provided to us.

We will also be interested to receive feedback on how the Authority's plans to identify people claiming single person reductions who are not entitled to them are implemented and the changes this may make to the Council Tax collection rate. Therefore please could you advise when would be an appropriate date to receive feedback on this and we will include it in our work plan.

ICT Contract

We are aware that the Authority's ICT contract is expiring in December 2015. As this is such a fundamental element of service delivery we raised this as a key issue of concern. You agreed that it would be useful to gain a scrutiny perspective on the future plans for the management of the Council's ICT arrangements post 2015, therefore please could you confirm the timescales for this project and where this Panel can best input into the process.

Budget Scrutiny

We briefly discussed the budget process for 2015/16 with you. Please could you confirm what the timetable will be this year and where this Panel will fit into the process so we can ensure that we allow time in our work programme. Similarly, can you also provide the reporting timescales for the quarterly and annual performance and finance reports to help us plan our year ahead.

Changes to the Housing Revenue Account

You informed us that there are major changes planned to how the Housing Revenue account is managed, which is currently the subject of Welsh Government consultation. As this Authority is one of 11 left in Wales that retains ownership of its Council Housing Stock we felt that this is an important issue for the Panel to be kept updated on, therefore please ensure that we are advised of the changes once they have been finalised and agreed.

Finally, you stated that you would liaise with the relevant Cabinet Members in responding to the Convener's letter sent on 6 May 2014, to a number of Cabinet Members. We would be grateful to receive a response before our next meeting on 16 July.

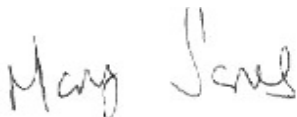
For your information we have agreed with the Cabinet Member for Skills and Learning that he will attend our meeting on 20 August.

In summary the Panel requests that you:

- Provide comparative data to compare this Authority's Council Tax collection rate with others in Wales.
- Provide feedback on how the Authority's plans to identify people claiming single person reductions who are not entitled to them are implemented and the changes this may make to Council Tax collection rates.
- Confirm the timescales for reporting on the future management of the Authority's ICT contact and when scrutiny can input into the process.
- Confirm the timescales for the 2015/16 budget process and where scrutiny will fit into the process.
- Provide the reporting timetable for the quarterly and annual performance and finance reports.
- Provide a response to the Convener's letter sent 6 May.

It would be helpful to receive your reply to this letter by 1/8/14 so that it can be included in the agenda of a future Scrutiny Programme Committee meeting at the earliest opportunity. We look forward to receiving your response.

Yours sincerely,



Councillor Mary Jones
Convener, Service Improvement and Finance Performance Panel

* Mary.Jones@swansea.gov.uk

Overview & Scrutiny / Trosolwg a chraffu
City and County of Swansea / Dinas a Sir Abertawe
Civic Centre, Swansea, SA1 3SN / Canolfan Ddinesig, Abertawe, SA1 3SN

CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mary Jones
Convenor, Service Improvement & Finance
Performance Panel

Please ask for:
Gofynnwch am:
Direct Line:
Llinell
Uniongyrchol:
E-Mail / E-Bost:
Our Ref / Ein Cyf:

Councillor Rob Stewart
(01792) 637440
rob.stewart@swansea.gov.uk
RS/SH

Date / Dyddiad:

18 July 2014

If you require this or any other information in another format e.g. Braille, audio tape or a different language, please contact me

Dear Councillor Jones

SERVICE IMPROVEMENT AND FINANCE SCRUTINY PERFORMANCE PANEL 11TH JUNE 2014

Thank you for your letter dated 2nd July 2014 regarding the above.

I set out below detail as requested in relation to your specific information requests:

- **Provide comparative data to compare this Authority's Council Tax collection rate with others in Wales.**

Performance data regarding Council Tax collection in 2013/14 is attached.

Council tax rates across Wales were abnormally high in 2013/14 due to the impact of late changes by the Welsh Government regarding subsidy levels allowing 100% relief for many claimants under the Council Tax Support scheme. In particular any measure of Council tax collection rates across Councils is itself dependant on the collection rates assumed when setting individual Council Tax Base calculations for the year in question.

It remains the case that CCS is very much comparable with all Authorities in Wales in terms of collection rates and that overall, over time, an average collection rate in excess of 98% is achieved.

**COUNCILLOR/Y CYNGHORYDD
ROB STEWART
CABINET MEMBER FOR FINANCE & RESOURCES
AELOD Y CABINET DROS GYLLID AC ADNODDAU**

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637440 ☏ (01792) 636196
✉ rob.stewart@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA

DINAS A SIR ABERTAWE

- **Provide feedback on how the Authority's plans to identify people claiming single person reductions who are not entitled to them are implemented and the changes this may make to Council Tax collection rates.**

In terms of Council Tax single person discount, the Council will use the services of DATATANK who collect Council Tax data on an all Wales basis under contract to the Welsh Government. By cross referencing property details against a range of databases authorised by the Information Commissioner this will highlight any properties where there is a potential for single person discount to be incorrectly claimed.

The householder claiming the discount will be contacted by letter informing them of the Councils intention to cross match data and will be asked to confirm their continued eligibility for discount. Indications from other Councils where this exercise has been undertaken would indicate that significant savings are likely to be achieved.

- **Confirm the timescales for reporting on the future management of the Authority's ICT contact and when scrutiny can input into the process.**

The estimated high level timeline was previously reported to Council on the 15th April 2014 and has been updated below. The timeline is subject to agreement of the exit plan:

| Activity | Deadline | Progress |
|-------------------------------|-----------------|---|
| Develop project plan | April 2014 | Complete |
| Develop first draft exit plan | May 2014 | First draft produced and in negotiation |
| New ICT Strategy | June 2014 | Revised to September 2014 following new Head of Service in post |

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
CABINET MEMBER FOR FINANCE & RESOURCES
AELOD Y CABINET DROS GYLLID AC ADNODDAU

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637440 📠 (01792) 636196
✉ rob.stewart@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

| | | |
|--|-------------------------|---|
| Establish new ICT operating model and costings | November 2014 | In development |
| Procure specialist ICT support in line with forward strategy aspirations. Implement service migration plan | January – December 2015 | Reviewing options as part of strategy process |
| New service commences | January 2015 | |

Other areas to be reflected in the timeline include:

- § Scrutiny involvement: This is important and welcomed and is estimated to be from September 2014
- § Establish a Member Reference Group, timing to be agreed
- § Dual running of the new service for as long as possible to surface any issues prior to transfer

- **Confirm the timescales for the 2015/16 budget process and where scrutiny will fit into the process.**

In terms of budget and savings tracker monitoring, it is anticipated that scrutiny review will be undertaken in the cycle following Cabinet reports. Based on Current plans this would be:-

- 1st quarter monitoring – 17th September – reported to Cabinet in August cycle
- 2nd quarter monitoring** - 10th December – Cabinet report in November cycle
- 3rd Quarter – 11th February – Cabinet in January cycle.

** See below for details of the outline budget process and proposals for a mid term review which may also be considered as part of scrutiny monitoring.

- **Provide the reporting timetable for the quarterly and annual performance and finance reports.**

The report '*Sustainable Swansea – Fit for the Future: Delivery Programme*' to Cabinet on 29th July 2014 sets out the outline proposals for the budget process for the 2015/16 budget round as follows:-

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
CABINET MEMBER FOR FINANCE & RESOURCES
AELOD Y CABINET DROS GYLLID AC ADNODDAU

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
 SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637440 📠 (01792) 636196
 ✉ rob.stewart@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

| Date | Milestone |
|--------------|--|
| 29 July 2014 | Cabinet report on the Programme |
| August | “Continuing the Conversation” – next phase of engagement commences |
| October | Cabinet considers the Mid-Year Budget Statement |
| November | Council considers the Mid-Year Budget Statement |
| November | “Continuing the Conversation” – outcome of engagement reported |
| December | Cabinet receives Financial Update with grant allocation |
| January 2015 | Cabinet recommends draft Budget and MTFP |
| February | Council approves Budget and MTFP |

On the assumption that the report is approved there is an obvious potential for scrutiny to be involved in:-

- Review of the Cabinet report and strategic programme – August 2014
- Review of engagement strategy – September 2014
- Consideration of the mid year budget statement – October/November 2014 – linked to quarter 2 monitoring above

- Consideration of engagement outcomes – December 2014
- Review of budget proposals – February 2015

- **Provide a response to the Convener’s letter sent 6 May.**

A response to the Convener’s letter sent 6th May 2014 will follow shortly.

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
CABINET MEMBER FOR FINANCE & RESOURCES
AELOD Y CABINET DROS GYLLID AC ADNODDAU

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
 SWYDDFA’R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637440 📠 (01792) 636196
 ✉ rob.stewart@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

I trust that this response provides the information that you requested, but if you require any further detail, please do not hesitate to contact me.

Yours sincerely



COUNCILLOR ROB STEWART
CABINET MEMBER FOR FINANCE & RESOURCES

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
CABINET MEMBER FOR FINANCE & RESOURCES
AELOD Y CABINET DROS GYLLID AC ADNODDAU

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 637440 📠 (01792) 636196
✉ rob.stewart@swansea.gov.uk www.swansea.gov.uk

Council Tax Collection – All Wales

| | | Total debit for year (1) | | Total debit for year (1) | Amount budgeted to be collected (2) | Amounts received during year | Amount received as a percentage of total debit | Amounts collected as a percentage of budgeted amount | Amounts written off during year | Amounts outstanding at 31 March |
|---------------------------|-------------------|------------------------------------|------------------------------------|--------------------------|-------------------------------------|------------------------------|--|--|---------------------------------|---------------------------------|
| | | Arrears brought forward at 1 April | In-year council tax debit for year | | | | | | | |
| Total Unitary Authorities | | . | 1,218,799 | 1,218,799 | 1,176,440 | 1,182,297 | 97.01 | 100.50 | 702 | 35,800 |
| Total Unitary Authorities | Isle of Anglesey | . | 30,751 | 30,751 | 30,109 | 29,845 | 97.05 | 99.12 | 1 | 905 |
| | Gwynedd | . | 57,596 | 57,596 | 55,787 | 55,838 | 96.95 | 100.09 | 21 | 1,737 |
| | Conwy | . | 49,962 | 49,962 | 49,138 | 48,364 | 96.80 | 98.42 | 0 | 1,598 |
| | Denbighshire | . | 42,744 | 42,744 | 41,388 | 41,759 | 97.70 | 100.90 | 4 | 981 |
| | Flintshire | . | 65,280 | 65,280 | 63,465 | 63,913 | 97.91 | 100.71 | 38 | 1,329 |
| | Wrexham | . | 53,396 | 53,396 | 52,532 | 51,708 | 96.84 | 98.43 | 5 | 1,683 |
| | Powys | . | 64,320 | 64,320 | 62,931 | 62,788 | 97.62 | 99.77 | 23 | 1,509 |
| | Ceredigion | . | 32,848 | 32,848 | 31,569 | 31,779 | 96.75 | 100.67 | 6 | 1,063 |
| | Pembrokeshire | . | 45,198 | 45,198 | 44,245 | 44,269 | 97.94 | 100.05 | 34 | 895 |
| | Carmarthenshire | . | 74,508 | 74,508 | 71,261 | 72,310 | 97.05 | 101.47 | 11 | 2,187 |
| | Swansea | . | 89,770 | 89,770 | 87,571 | 86,930 | 96.84 | 99.27 | 24 | 2,816 |
| | Neath Port Talbot | . | 54,122 | 54,122 | 51,564 | 52,667 | 97.31 | 102.14 | 224 | 1,231 |
| | Bridgend | . | 56,764 | 56,764 | 54,772 | 55,140 | 97.14 | 100.67 | 31 | 1,593 |
| | Vale of Glamorgan | . | 59,540 | 59,540 | 56,477 | 58,046 | 97.49 | 102.78 | 43 | 1,451 |
| | Rhondda Cynon Taf | . | 82,947 | 82,947 | 78,947 | 80,542 | 97.10 | 102.02 | 45 | 2,360 |
| | Merthyr Tydfil | . | 20,187 | 20,187 | 18,907 | 19,369 | 95.95 | 102.44 | 1 | 817 |
| | Caerphilly | . | 54,138 | 54,138 | 52,551 | 52,206 | 96.43 | 99.34 | 16 | 1,916 |
| | Blaenau Gwent | . | 23,267 | 23,267 | 21,470 | 22,267 | 95.70 | 103.71 | 0 | 1,000 |
| | Torfaen | . | 32,416 | 32,416 | 30,178 | 31,567 | 97.38 | 104.60 | -1 | 850 |
| Monmouthshire | . | 49,286 | 49,286 | 48,633 | 48,234 | 97.87 | 99.18 | 1 | 1,051 | |
| Newport | . | 48,136 | 48,136 | 46,250 | 46,046 | 95.66 | 99.56 | 60 | 2,030 | |
| Cardiff | . | 131,623 | 131,623 | 126,695 | 126,710 | 96.27 | 100.01 | 115 | 4,798 | |



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Will Evans
**Cabinet Member for Learning
and Skills**

Please ask for: Michelle Roberts
Gofynnwch am:
Scrutiny Office Line: 01792 637256
Llinell Uniongyrochol:
e-Mail: michelle.roberts@swansea.gov.uk
e-Bost:

Date: 21 July 2014
Dyddiad:

Dear Cllr Evans,

Schools Performance Scrutiny Panel 3 July 2014

At our panel meeting on the 3rd July we looked at how the authority tackles the issue of poor performing teachers and the recruitment of senior staff in schools. Arwyn Thomas the Chief Education Officer and Debra Yeates from Human Resources attended the meeting to discuss a number of specific issues which had been raised by the panel at a previous meeting, particularly the amount and accuracy of record keeping in schools in relation to staffing matters.

The panel noted a number of issues and wished to highlight the following:

- We were interested to hear that there is a regional human resources group covering six local authority areas that is currently looking at competency policies in schools within that region. The panel were keen to emphasise that the policy, to be effective, must outline what the key expectations are of a staff member, and also the importance of the quality of record keeping in schools.
- Early engagement with the individual and the associated trade union is important when issues of competency are raised with a staff member. The panel believe it is important to put these concerns *on the table early* so they can be addressed quickly and not impact adversely on the education provided to those children and young people who might be affected.
- Schools must keep good quality records of human resources matters because if documentation is not in place the competency process is difficult to take forward. The panel believe that historically this has not been the case in some schools. There is a need monitor and quality assure to ensure that this does happen.
- We heard about the idea of a leadership academy for Headteachers, senior school staff and aspiring leaders and thought this was excellent concept.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

CITY AND COUNTY OF SWANSEA / DINAS A SIR ABERTAWE
CIVIC CENTRE, SWANSEA, SA1 3SN / CANOLFAN DDINESIG, ABERTAWE, SA1 3SN

We believe a leadership academy would help ensure better consistency in practice across schools and would also be important in future workforce planning - ensuring we have the next generation of senior management in schools. We thought that this could potentially be investigated with University of Wales Trinity St David's where there is currently experience of training teaching staff.

The panel were pleased to hear from the Chief Education Officer that a new school improvement team will be in place in September and that they will receive a full programme of training and development including national welsh training for challenge leaders. We discussed the priorities for the school improvement service and agreed that ensuring consistency in practice must be high on that priority list. We plan to have a session with the head of the school improvement service and the Chief Education Officer in September around this issue.

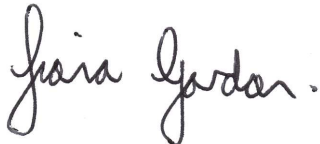
Two related issues that were raised by the panel include:

1. the importance of schools autumn visit and how that would benefit from more involvement of governors. For example the chairs of the schools' statutory committees should be invited. This would then ensure that the information from that visit is disseminated effectively across each school's governing body.
2. More training/information on the Law as it stands in relation to school Governance should be made available to governors. We felt that it is vital that all governors understand their role and responsibilities fully. The Scrutiny Programme Committee has agreed that one of the topics for in-depth scrutiny this year will be school governance and that this issue can form part of that inquiry.

The panel received a verbal update from the Chief Education Officer on progress at Dunvant Primary School. As you are aware we had a meeting with the School's then Headteacher and Governors in February and you will recall the letter we sent you with our concerns. We are now pleased to hear that the situation has moved in a positive direction and that the leadership changes are now beginning to have a positive impact at the school.

The panel does not require a formal response to this letter.

Yours sincerely



Fiona Gordon
Convener of Schools Performance Scrutiny Panel
fiona.gordon@swansea.gov.uk

Agenda Item 13

Report of the Chair

Scrutiny Programme Committee – 4 August 2014

SCRUTINY DISPATCHES

| | |
|---------------------------------------|--|
| Purpose | To provide draft dispatches report for agreement and submission to council which will provide headlines from recent scrutiny activity to ensure visibility and awareness of key issues, findings and outcomes. |
| Content | The report appends the latest 'Scrutiny Dispatches', which is presented to each council meeting. |
| Councillors are being asked to | approve content of the 'Scrutiny Dispatches' |
| Lead Councillor(s) | Councillor Mike Day, Chair of the Scrutiny Programme Committee |
| Lead Officer(s) | Dean Taylor, Director – Corporate Services |
| Report Author | Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk |

1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for the various informal scrutiny activities and monitoring progress to ensure that the work is effective. The committee also wants to ensure that findings from performance panels and working groups have the required visibility.
- 1.2 'Scrutiny Dispatches' is meant to be a short but informative summary of the headlines from the work of scrutiny. It is reported to each council meeting. Rather than provide a detailed progress report across all activities it aims to provide headlines, for example, key outcomes, findings, and events, typically with one major story each time.
- 1.3. Content from the dispatches is also posted on the Swansea Scrutiny blog so that it can be shared across social media platforms to develop public engagement in scrutiny.

2. Scrutiny Dispatches

- 2.1 The latest 'Scrutiny Dispatches' report is attached as **Appendix 1**.

- 2.2 The dispatches report will be included in the agenda of the next council meeting (9 September).
- 2.3 The committee is invited to comment on the content and propose changes to ensure coverage of the significant issues.

3. Legal Implications

- 3.1 There are no specific legal implications raised by this report.

4. Financial Implications

- 4.1 There are no specific financial implications raised by this report.

Background Papers: None

22 July 2014

Legal Officer: Nigel Havard
Finance Officer: Carl Billingsley

Scrutiny Dispatches

City & County of Swansea - August 2014

Scrutiny enables councillors who are not in the cabinet to examine the quality and effectiveness of services and policies, hold decision makers to account and make recommendations for improvement

What difference is Swansea Local Service Board making for citizens?

(Lead: Councillor Mike Day)

This is the key question that is being explored by the multi-agency Local Service Board Scrutiny Performance Panel.

The Local Service Board (LSB) is made up of Swansea's main public service providers as well as representatives of the voluntary and business sectors and a representative from Welsh Government. Its purpose is to make sure that decision makers work together to tackle the issues that matter for Swansea. It is essential that the LSB is subject to the same level of scrutiny as all other aspects of the Councils work.

The Panel has used its initial meetings to understand how the LSB works and to gauge how partners are contributing to its objectives. Meetings so far have focused on the One Swansea Plan and the LSB's Delivery Statement which sets out the 21 priorities that it aims to tackle. The Scrutiny Panel has also had sessions with the Centre for Public Scrutiny to enable them to develop knowledge of current LSB scrutiny principles and practice.

The Panel is currently meeting on a bi-monthly basis. In July the Panel met with the Leader of the Council, Cllr David Philips, who chairs the LSB and in September it will meet with other members of the the LSB Executive Board, which is made up of the statutory partners including the Council, AMBU Health Board, South Wales Police, Swansea Council for Voluntary Services and the Welsh Government. This will enable the Scrutiny Panel to:

- Gain perspective on how well the LSB is working
- Learn about key successes
- Learn about key challenges
- Seek ideas for possible items to include in the Panel's work plan

Following this period of learning and development, the Panel will be in a position to agree a work plan for the rest of the year that will have the biggest impact.

Scrutiny Inquiry final reports on their way

A number of scrutiny inquiry final reports should be published in the next few months: Inward Investment (August); Public Engagement (September); Streetscene (October); Social Care at Home (October). These inquiries were commissioned by the Scrutiny Programme Committee in order to tackle issues of concern.

These reports will represent the culmination of a period of evidence gathering by Inquiry Panels and contain conclusions and recommendations. The Scrutiny Programme Committee will be receiving a presentation of final inquiry reports from those councillors who have acted as panel conveners, before agreeing their submission to Cabinet. Information about inquiry findings will be featured in the upcoming dispatches reports. Final reports will also be available to download from the Scrutiny Reports Library on our website.

Cabinet Member Question Time

(Lead: Councillor Mike Day)

The Scrutiny Programme Committee has scheduled all 10 Cabinet Members to appear before the committee over the course of the year. Each Cabinet Member is now expected to provide a short written report in advance of the meeting on the 'headlines' from their work to help the committee focus questioning on priorities, actions, achievements and impact. Holding Cabinet Members to account one is one the committee's primary objectives. The first two sessions of this year involved Councillor Mitchell Theaker and Councillor Mark Child, which enabled the committee to ask questions on the 'opportunities for children and young people' and 'wellbeing' cabinet portfolios. The rest of the Cabinet will be appearing as follows:

| | | | | | |
|--------|--|--------|--|--------|---------------------------------------|
| 1 Sep | Cllr Christine Richards (Community, Citizen Engagement & Democracy) | 24 Nov | Cllr David Phillips (Leader) | 16 Feb | Cllr June Burtonshaw (Place) |
| 29 Sep | Cllr Sybil Crouch (Sustainability) | 22 Dec | Cllr Will Evans (Learning & Skills) | 16 Mar | Cllr Nick Bradley (Regeneration) |
| 27 Oct | Cllr Ryland Doyle (Target Areas) | 19 Jan | Cllr Rob Stewart (Finance & Resources) | 13 Apr | Cllr David Phillips (Anti Poverty) |

Ahead of each meeting an invitation is extended to all scrutiny councillors and members of the public to contribute ideas to ensure the committee asks the right questions. A summary of each session and views of the committee are published in the form of letter to relevant cabinet members.

Historic buildings in the spotlight

(Lead: Councillor Paul Meara)

A Scrutiny Working Group has met to ask questions about the maintenance of Historic Buildings in Swansea, relevant powers and responsibilities. This was born out of some concern by scrutiny councillors about the state of repair of such buildings. To facilitate a discussion the Working Group considered a cabinet report on the 'Listed Building at Risk Strategy'. Following discussion with a range of officers the Group raised a number of issues for relevant Cabinet Members to consider, including: greater community involvement with decision making in respect of listed buildings; raising awareness of the historic environment and potential sources of funding; generating employment opportunities in building restoration as part of apprenticeship programmes; and making more of historic buildings when promoting the cultural heritage of Swansea. The Cabinet Members for Place and Regeneration have responded positively to the Group's recommendations and taken the issues raised on board.

A flexible work programme

Whilst it is important to have a forward plan at start of each year the scrutiny work programme remains flexible to ensure that there is capacity to pick up on issues of concern that may arise during the year, and review priorities as circumstances changes. The Scrutiny Programme Committee is now looking more closely at future Cabinet business to consider opportunities for pre-decision scrutiny. It also continues to welcome any public requests for scrutiny or suggestions from all councillors where scrutiny could add value and make a difference.

Connect with Scrutiny:

Room 3.3.7, Civic Centre, Swansea. SA1 3SN (Tel. 01792 637732)

Web: www.swansea.gov.uk/scrutiny

Twitter: @swanseascrutiny

Email: scrutiny@swansea.gov.uk

Blog: www.swanseascrutiny.co.uk

Like us on Facebook: www.facebook.com/swanseascrutiny

Agenda Item 15

SCRUTINY PROGRAMME COMMITTEE (16)

Labour Councillors: 11

| | |
|-------------|--------------|
| A M Cook | J E C Harris |
| D W Cole | T J Hennegan |
| J P Curtice | A J Jones |
| N J Davies | R V Smith |
| V M Evans | M Thomas |
| P Downing | |

Liberal Democrat Councillors: 3

| | |
|-----------|-----------|
| A M Day | P M Meara |
| J W Jones | |

Independent Councillor: 1

| | |
|----------------|--|
| E W Fitzgerald | |
|----------------|--|

Conservative Councillor: 1

| | |
|---------------|--|
| A C S Colburn | |
|---------------|--|

Co-opted Members:

| | |
|---|--|
| David Anderson-Thomas | |
| Sarah Joiner | |
| Councillor RA Clay (Gypsy & Traveller Site Meetings Only) | |

Officers:

| | |
|---------------------|--|
| Dean Taylor | Director of Corporate Services |
| Lee Wenham | Head of Marketing, Communications & Scrutiny |
| Dave Mckenna | Overview & Scrutiny Manager |
| Brij Madahar | Overview & Scrutiny Coordinator |
| Democratic Services | |
| Nigel Havard | Legal |
| Archives | |

Email:

| | |
|------------------------------|--|
| Executive Board | |
| Cabinet Members | |
| Leaders of Opposition Groups | |
| Carl Billingsley | |

Total Copies: 30