

## DINAS A SIR ABERTAWE

### HYSBYSIAD O GYFARFOD

Fe'ch gwahoddir i gyfarfod

### PWYLLGOR RHAGLEN CHRAFFU

**Lleoliad:** Ystafell Bwyllgor 1, Canolfan Ddinesig, Abertawe

**Dyddiad:** Dydd Llun, 27 Hydref 2014

**Amser:** 4.30 pm

### AGENDA

### Rhif y Dudalen

- |     |   |           |
|-----|---|-----------|
| 1   | Ymddiheuriadau am absenoldeb.   |           |
| 2   | Derbyn datgeliadau o fuddiannau personol a rhagfarnol.  | 1 - 2     |
| 3   | Gwahardd pleidleisiau chwip a datgan chwipiau'r pleidiau.   |           |
| 4   | <b>Cofnodion:</b><br>To approve and sign as a correct record the Minutes of the Scrutiny Programme Committee held on 29 September, 2014.  | 3 - 10    |
| 5   | <b>Adroddiad Ymchwiliad Craffu Terfynol:</b><br><i>Streetscene (Councillor John Bayliss, convener - attending).</i>   | 11 - 28   |
| 6   | <b>Adroddiad Cynnydd y Panel Perfformiad Craffu - Panel Perfformiad Craffu'r Gwasanaethau Plant a Theuluoedd.</b><br><i>(Councillor Paxton Hood-Williams, convener - attending).</i>      | 29 - 31   |
| 7   | Tueddiadau yn y dyfodol i Abertawe.   | 32 - 65   |
| 8   | Amserlen ar gyfer Sesiynau Holi Aelodau'r Cabinet yn y Dyfodol.   | 66 - 68   |
| 9   | <b>Rhaglen Waith Craffu 2014 - 15.</b><br><i>includes:</i><br>1) <i>Committee Work Plan</i><br>2) <i>Progress of Panels / Working Groups</i><br>3) <i>Forward Look (Cabinet Business)</i> | 69 - 96   |
| 10  | <b>Aelodaeth paneli a gweithgorau craffu.</b>   | 97 - 104  |
| 11  | <b>Llythyrau craffu:</b>  | 105 - 110 |
| 11a | Llythyr at/oddi wrth Aelod y Cabinet Cabinet dros Gyllid a Strategaeth (Cyfarfod Panel Gwella Gwasanaethau a Pherfformiad Cyllid - 16 Gorffennaf)   | 111 - 115 |

## 13 Sesiwn Datblygu Craffu: Gwneud Craffu'n Fwy Effeithiol:

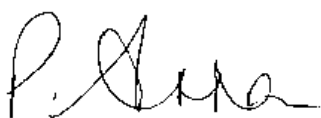
Dydd Mercher 5 Tachwedd, 4.00-6.00pm, Bar Caffi Pen To, Theatr y Grand  
*Gweithdy i gefnogi aelodau craffu, yn edrych ar sut mae'r rhai sy'n rhan o weithgorau, Rhaglen Graffu'n gallu sicrhau bod cwestiynu, casglu tystiolaeth a chymeradwyo'n effeithiol y Ganolfan Craffu Cyhoeddus.*

## 14 Dyddiad ac amser cyfarfodydd pwyllgor yn y dyfodol ar gyfer y flwyddyn ddinesig 2014/15 (pob un am 4.30pm oni nodir yn wahanol):

24 Tachwedd 2014	19 Ionawr 2015	16 Mawrth 2015
22 Rhagfyr 2014	16 Chwefror 2015	13 Ebrill 2015

## 15 Dyddiad ac amser cyfarfodydd nesaf paneli/gweithgorau:

Pwnc	Dull	Dyddiad	Amser
Cynhwysiad Addysg	Panel Ymchwiliad	23 Hydref	2.30 pm
Gwasanaethau Plant a Theuluoedd	Panel Perfformiad	27 Hydref	2.00 pm
Gwasanaethau Adeiladu ac Eiddo Corfforaethol	Gweithgor	29 Hydref	2.00 pm
Parcio Ceir	Gweithgor	6 Tachwedd	4.00 pm
Gwella Gwasanaethau a Chyllid	Panel Perfformiad	12 Tachwedd	1.30 pm
Diwylliant Corfforaethol	Gweithgor	12 Tachwedd	5.00 pm
Rheoli Perygl Llifogydd Lleol	Gweithgor	13 Tachwedd	10.00 am
Ysgolion	Panel Perfformiad	13 Tachwedd	4.00 pm
Bwrdd Gwasanaethau Lleol	Panel Perfformiad	17 Tachwedd	4.30 pm
Twristiaeth	Panel Ymchwiliad (dilynol)	17 Tachwedd	5.00 pm
Gwella Gwasanaethau a Chyllid	Panel Perfformiad	2 Rhagfyr	3.00 pm
Tai Fforddiadwy	Panel Ymchwiliad (dilynol)	3 Rhagfyr	5.00 pm



Patrick Arran

Pennaeth Gwasanaethau Cyfreithiol, Democrataidd a Chaffael

Dydd Llun, 20 Hydref 2014: Cyswllt: 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, 29 SEPTEMBER 2014 AT 4.30 PM

**PRESENT:** Councillor A M Day (Chair) Presided

<b>Councillor(s)</b>	<b>Councillor(s)</b>	<b>Councillor(s)</b>
A M Cook	N J Davies	J W Jones
A C S Colburn	E W Fitzgerald	P M Meara
D W Cole	T J Hennegan	

#### **Co-opted Members**

D Anderson-Thomas, S Joiner

#### **Also present:**

Councillor F M Gordon, Convenor, Schools Scrutiny Performance Panel  
Councillor J A Hale, Convenor, Public Engagement Scrutiny Panel

#### **Officers:**

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

#### 62 **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors J P Curtice, P Downing and R V Smith.

#### 63 **DISCLOSURES OF PERSONAL & PREJUDICIAL INTEREST.**

In accordance with the Code of Conduct adopted by the City and County of Swansea no interests were declared.

#### 64 **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.

65 **MINUTES:**

**RESOLVED** that the Minutes of the Scrutiny Programme Committee held on 1 September, 2014, be agreed as a correct record, subject to the following amendments:

Minute No. 49

Remove the reference to 'next' in the resolution.

Minute No. 50

Minutes to reflect that all Labour Members left the meeting after the discussion.

Further to minute no. 52 the Chair advised that the Centre for Public Scrutiny are happy to offer support in relation to scrutiny of the transformation of adult social services and would be attending the first meeting to discuss this.

66 **SCRUTINY PERFORMANCE PANEL PROGRESS REPORT - SCHOOLS**  
**SCRUTINY PERFORMANCE PANEL.**

The Convenor of the Schools Performance Panel provided a progress update on the work of the Panel.

The Panel has held four meetings since the start of the Municipal year and has been involved in the following areas of work:

- Progress with the EOTAs Pathways external review;
- The advice and assistance given to schools and governing bodies around tackling the performance of teachers and dealing with competence issues and recruitment of senior staff in schools;
- The issue of elective home education which included safeguarding and measurement of performance;
- The support for schools from challenge leaders in order to ensure consistency of advice and guidance to schools;
- Estyn Inspections publications and any advisory/practice documents.

The future work programme included:

- Meetings with Head teachers and Governing Bodies as part of the outcomes identified in the Regional Support, Challenge and Intervention Framework;
- Examining behaviour and restorative practice and the impact these have on children's performance;
- Examination of the Annual Education Performance Data and how schools are using their pupil deprivation grants to improve performance of children who receive free school meals.

A discussion ensued regarding the timeliness of Cabinet Member responses to Convenors' letters and the Chair stated any issues should be referred to him.

Members' discussed:

- the impact of the Panel and how well its is working
- Head teacher's scope of responsibility (ie responsibility for buildings);
- Problems with Science teaching in primary schools;
- Concerns regarding home tuition.

The Chair referred to the work of the Education Inclusion Scrutiny Inquiry Panel who will be looking at issues in relation to education other than at school. The Panel had been temporarily suspended as a result of a departmental review but would commence works shortly. In response to an offer by the Chair, Councillor N J Davies confirmed that he would like to participate in the work of the Panel.

The Chair thanked the Panel for its work and reminded the Convenor that the Panel should refer any issues, including any requests for more detailed scrutiny to the Committee, or where appropriate to other Performance Panels, if the Panel feels that further work is required following consideration of performance data. This should help manage the work of the Panel.

**RESOLVED** that the work progress report be noted.

67 **FINAL SCRUTINY INQUIRY REPORT:**

Councillor J A Hale, Convenor of the Public Engagement Scrutiny Inquiry, presented the final report and sought approval for its submission to Cabinet.

Councillor J A Hale detailed the aims of the inquiry, the evidence considered, and the conclusions and recommendations. He praised Panel Members and the Scrutiny Officer for their work.

The Committee debated the report and asked questions of Councillor J A Hale who responded accordingly.

The Chair summarised the discussions and requested that the covering report which will accompany the report emphasise the following issues:

- The importance of detailed analysis – to ensure that the information gained from data collected and messages give an accurate picture to inform service delivery, for example use of simple percentages do not take into account polarized views - certain groups of people having different opinions on a particular issue.
- The importance of evaluation – there must be evaluation mechanisms in place so that we can reflect on the value of engagement activities, what has worked, and what lesson can be learnt, This will provide more clarity about the impact of and outcomes from public engagement.
- The need to review Swansea Voices to ensure it is an effective consultation and engagement tool e.g. panel recruitment, social demographic make-up to ensure balanced representation, impact.

The Chair requested that the report be forwarded to the Local Service Board Scrutiny Panel for its information given linkages with the work of that Panel.

The Committee thanked the Panel for its work.

**RESOLVED** that:

- a. the report along with a covering report emphasising the Committee's discussions proceed to Cabinet; and
- b. the report be forwarded to the Local Service Board Scrutiny Panel for information.

68 **IMPROVING COMMUNICATION AND PUBLIC ENGAGEMENT WITH SCRUTINY.**

The Scrutiny Manager presented the report which sought to propose how scrutiny can improve its communication and public engagement.

The Scrutiny Manager detailed the aim of proposals, for discussion, which included:

- Raising awareness of the work and impact of scrutiny (*Appendix A*);
- Include public contributions in the work of scrutiny; and
- Ensure that the voice of the public is heard within Council decision making.

He detailed the advice from the Council's Communications Team which included three proposals:

- Building communications planning into the work of the Committee, Panels and Working Groups;
- Focusing on and promoting a small number of 'significant stories; through a number of channels; and
- Councillor acting as communication champions.

The Scrutiny Manager referred to the communication checklist in *Appendix B*; an assessment of current practice using the national principles of public engagement detailed in *Appendix C*; and an "improving communication and public engagement' scrutiny action plan in *Appendix D*.

The Chair referred to the recommendations.

Members discussed the role of scrutiny; the meaningfulness of the various recent Council consultations with the public and how the use of the action plan would assist in this process. The chair stressed there was a responsibility on individuals to act on the proposals and apply some principles when deciding how to engage, feedback and evaluate at the end of the scrutiny process.

It was also suggested a briefing session for other councillors would be helpful to help embed engagement principles into our scrutiny process.

The chair also referred to and recognised an issue in respect of the need to raise awareness of the work being undertaken by the various informal scrutiny panels / working groups as these are not subject to the requirements of access to information. He stated the consideration was being given to how information about this work can be made available to the public and better publicised.



**RESOLVED** that the action plan for improving communication and public engagement be approved.

69 **FUTURE CABINET MEMBER QUESTION SESSIONS.**

The Chair presented a report which detailed Cabinet Member changes and need to consider arrangements for future questioning sessions.

Members discussed the portfolios and approach to questioning sessions.

The chair stated that he would be meeting with the Leader to discuss scrutiny and cabinet member questions. It was suggested by the committee that the attendance of the Leader and Deputy Leader ahead of other cabinet members would be the best approach given the changes.

**RESOLVED** that a new schedule of Cabinet Member question sessions be drafted for agreement.

70 **SCRUTINY WORK PROGRAMME 2014 - 15.**

The Chair presented the Scrutiny Work Programme 2014-2015. 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 and the established Scrutiny Panels and Working Groups. The Work Plan timetable for future Committee meetings was also provided.

He referred to the recent publication of a report on issues around child sex exploitation in Rotherham and the importance that assurances are sought that nothing similar could happen in Swansea. He detailed the advice from the Head of Child and Family Services and suggested that the matter be referred to the Child and Family Services Performance Panel.

The Chair updated colleagues in respect of progress with public/councillor requests for scrutiny.

Members' examined forward look which identified future cabinet business.

A request for pre-decision scrutiny was made by Councillor A S C Colburn in respect of the proposed lease of Underhill Park to Mumbles Community Association. Councillor Colburn detailed his concerns in relation to the matter and Members applied the filtering criteria detailed at 7.5 of the report in determining whether to proceed.

**RESOLVED** that:

- a. The issue of child sexual exploitation be referred to the Child and Family Services Scrutiny Performance Panel;

- b. The request at 6.1a of the report (to look at the policy adopted by Council regarding transport to faith schools and impact on budgets of schools facing possible increase in numbers) be referred to the Schools Performance Panel;
- c. The request at 6.1b of the report (relating to the handling of corporate complaints and procedures) be placed on hold pending with a request for further information; and
- d. The committee formally request that the upcoming Cabinet report on the Proposed Lease of Underhill Park to Mumbles Community Association be the subject of pre-decision scrutiny, and arrangements be made accordingly for the committee to meet to consider this.

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

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

It was noted that as a result of changes to Cabinet the following councillors are no longer able to participate in scrutiny:

- Robert Francis-Davies
- Jane Harris
- David Hopkins
- Clive Lloyd
- Jennifer Raynor
- Mark Thomas

Members noted the implications arising from the changes to Cabinet including the need to identify a new convener in place of Councillor J E C Harris for the Social Care at Home Inquiry Panel which is nearing completion. A new convener will also be required to be appointed in place of Councillor M Thomas for the Planning Services Working Group.

Replacement members for Councillors J E C Harris and M Thomas are required on the Scrutiny Programme Committee which will likely to confirmed at Council.

**RESOLVED** that:

- a. Councillor N J Davies be added to the membership of the Education Inclusion Scrutiny Inquiry Panel;
- b. Councillor P Downing be added to the membership of the Corporate Building and Property Services Scrutiny Working Group;
- c. The Social Care at Home Inquiry Panel identify a new convener at its next meeting
- d. The Planning Services Working Group identify a new convener at its next meeting
- e. Further expressions of interest be sought for the following:
  - Child & Family Services Performance Panel
  - Service Improvement & Finance Performance Panel
  - Planning Services Working Group

72 **SCRUTINY LETTERS:**

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

Members' discussed the timescales involved in providing responses by Cabinet Members.

**RESOLVED** that:

- a. the letters and action log be noted
- b. a request be made to amend the deadline for cabinet member responses to scrutiny letters to 20 days

73 **SCRUTINY DISPATCHES - OCTOBER 2014.**

The Chair reported the draft Scrutiny Dispatches for agreement.

**RESOLVED** that the contents of the report be agreed and submitted to Council on 4 November, 2014.

74 **ANNUAL LOCAL GOVERNMENT PERFORMANCE BULLETIN 2013-14. (FOR INFORMATION).**

The Chair presented the national performance report, which was the ninth annual bulletin published by Local Government Data Unit – Wales. The report contained information on the level and range of performance across Wales between 2013-14 on a number of service areas. It was explained that the report was being considered in detail by the Service Improvement & Finance Performance Panel but important for committee members to read to support and inform the scrutiny work programme.

**RESOLVED** that the report **NOTED**.

75 **FUTURE TRENDS FOR SWANSEA. (FOR INFORMATION).**

The Chair presented a 'for information' report which offered an insight into current understanding of future trends likely to impact the planning and delivery of Council Services.

The committee understood the context, in terms of developing scrutiny and questioning around sustainability and long term thinking, however there was much interest in the data within the paper. Members also talked about the need to question cabinet members on this. The committee requested a more detailed discussion on the paper which had been produced by the Sustainable Development Unit.

**RESOLVED** that:

- a. relevant officers be requested to attend the next meeting to assist the committee in understanding / using the information and issues raised.

- b. The issue of sustainability and long term thinking should be a recurring theme for future Cabinet Member question sessions; and
- c. The Affordable Housing Scrutiny Inquiry Panel use the information on future housing demand within the document as part of the follow up of its work.

76 **DATE AND TIME OF FUTURE MEETINGS FOR 2014/15 MUNICIPAL YEAR (ALL AT 4.30P.M. EXCEPT WHERE NOTED):**

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

The meeting ended at 6.30 pm

**CHAIR**

## Report of the Convener of the Street Scene Scrutiny Inquiry Panel

Scrutiny Programme Committee – 27 October 2014

### STREET SCENE SCRUTINY INQUIRY – FINAL REPORT

<b>Purpose</b>	To present the final report for the scrutiny inquiry into street scene services
<b>Content</b>	The final report is attached which concludes the inquiry.
<b>Councillors are being asked to</b>	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
<b>Lead Councillor</b>	Councillor John Bayliss, Convener
<b>Lead Officer and Report Author</b>	Delyth Davies, Overview & Scrutiny Officer

#### 1. Details

1.1 The final report arising from the Scrutiny Panel's inquiry into how the Council can improve its street scene services 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 Street Scene 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*

Contact: *Delyth Davies, Scrutiny Officer, 01792 637491*

Date: *23/10/2014*

Legal Officer: *Nigel Harvard*

Finance Officer: *Paul Cridland*

Equality Officer: *Phil Couch*

# Improving Street Scene Services

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

August 2014



## Why This Matters

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**Convener**  
**Councillor John Bayliss**

### FOREWORD

Street scene services are and remain critical services for the people of Swansea. It's the one side of the Council that every citizen uses and interacts with on a daily basis, so we treated our scrutiny role very seriously.

I would like to thank those Councillors who joined me on this particular panel, as I sincerely believe we have brought together a comprehensive report that the Council's Cabinet should use as a guide to reforming street scene services so they are in line with tax payers expectations.

That being said, the very serious financial restrictions facing the Council mean service delivery will become increasingly difficult. When we invited representations from resident groups and individuals there was a general consensus that services would need to change to meet such a changing financial settlement.

In fact, this panel's efforts to consult with taxpayers was extensive and should guide scrutiny work in the future. I would like to thank the scrutiny officers in particular who worked hard in getting such a high level of responses (although relatively small compared with Swansea's total population) to our online survey and representatives of residents groups to our public engagement meeting.

The panel felt that refuse collections, as one example, should become a one stop shop for street cleansing. The Council currently has cleansing teams following up after bin collections, sometimes as long as a day or two after, which the panel found to be a waste of resources. If sacks and debris were cleared together in one go, the problems reported by residents would resolve themselves and costs would decrease. Residents told us that this practice was commonplace in other Councils across the UK.

Residents want clean and well-designed streets, we heard that loud and clear. We sincerely hope the cabinet now takes on board our wide ranging recommendations and puts them into practice



# Summary

## 1. Aims of the Review

- To understand how budget reductions will affect the provision of street scene services
- To consider alternative models of service delivery
- To examine the Cabinet Members policy commitments in this area and to understand how they will be achieved
- To review the impact of the environmental enforcement initiative
- To understand residents experiences of street scene services and their views on how to improve their experiences
- To examine the working relationship between street cleansing and waste management

## 2. Evidence Considered

- Service briefing paper
- Budget reductions and alternative models of provision report
- Cabinet Members policy commitments
- Environmental enforcement initiative report
- Public engagement – consultation with residents
- A report on the working relationship between street cleansing and waste management

## 3. Conclusions

- 3.1 Alternative models of service delivery and community development initiatives have the potential to reduce service demand and provide additional service delivery resources; these should be identified, developed and supported where possible.
- 3.2 The Highways & Transportation and Waste Management services are currently facing significant budgetary pressures and this will continue into the future.
- 3.3 Maintaining a clean and safe street scene environment is important to residents and for the Council's reputation.
- 3.4 Residents, tenants, community groups are important stakeholders; they value good quality communication and information and are a good source of feedback on services.

## 4. Recommendations

### **The Panel recommends to Cabinet that it:**

- 4.1 Promotes the Welsh Government public toilet scheme and increases sign up from local businesses to make their toilets available for public use
- 4.2 As a minimum, the Cabinet Member maintains the current level of provision for the NEATs programme and identifies additional sources of funding to support the continuation and development of the NEATs programme
- 4.3 Promotes and encourages communities to take up the Winter Warden Scheme by reducing the bureaucratic burden on the communities and individuals who want to sign up to the scheme

- 4.4 Identifies and investigates invest to save opportunities and community development initiatives and provides support for this
- 4.5 Reports on the outcome of the APSE review
- 4.6 Ensures that all future planning applicants are made aware of the highway adoption process via a checklist and that they are aware of the implications
- 4.7 Ensures that the highway adoption process is as efficient and economical as possible to meet the expectations of Swansea residents
- 4.8 Publicises and promotes the new Highways Asset Management Plan to councillors and residents groups and includes in it the pothole repair schedule and the highways and footways inspection timetable
- 4.9 Extends the environmental enforcement scheme across Swansea and into district areas
- 4.10 Closely monitors the environmental enforcement scheme to ensure it remains a cost neutral scheme
- 4.11 Takes steps via the Highways Inspection service to minimise the proliferation of street signage
- 4.12 Allocate resources to the Waste Management teams to enable them to clean up split bag residue
- 4.13 Provides information to commercial waste customers on waste collection and recycling services provided by the Council
- 4.14 Ensures that agency provided refuse collectors receive the same training as Council employed refuse collectors
- 4.15 Reviews how replacement refuse and recycling bags are supplied and where they are available with a view to reducing the cost of provision
- 4.16 That the operational waste management team seek to minimise breakages and damage to food waste caddies provided to residents
- 4.17 Considers the effectiveness to date of public information campaigns and education programmes designed to increase recycling of all household waste including food
- 4.18 Enforces planning conditions for litter picking for fast food outlets and ensure that these planning conditions are contained in all new planning applications for food outlets
- 4.19 Considers new ways of managing household waste generated by residential developments in the city centre which are efficient, effective and economical
- 4.20 Increase the license fee for Houses of Multiple Occupation to reflect the scale and cost of the clean up undertaken by the Council
- 4.21 Produces a publicly available organisational chart for each area of Swansea with contact details for relevant officers

## Full Report

### 1. Aim of the Inquiry

- 1.1 The aim of the inquiry was to examine how well the Council maintains and keeps clean the roads and footways in Swansea and what improvements can be made

### 2. Evidence Considered

- 2.1 The inquiry was carried out in by the Street Scene Scrutiny Inquiry Panel over a period of 8 months. The panel held 6 evidence gathering sessions, and 2 additional sessions, one to consider the findings of the inquiry and the final meeting to agree the final report.
- 2.2 The following evidence was considered by the Inquiry Panel between December 2013 and July 2014

Date	Evidence considered
December 2013	Inquiry pre-briefing
February 2014	Budget reductions and alternative models of provision report
March 2014	Cabinet Member's policy commitments
June 2014	Environmental enforcement initiative report
June 2014	Public engagement – consultation with residents
July 2014	The working relationship between street cleansing and waste management

## 3. Conclusions

### 3.1 **Alternative models of service delivery and community development initiatives have the potential to reduce service demand and provide additional service delivery resources; these should be identified and developed and supported where possible**

3.1.1 The panel felt that the Welsh Government scheme that encouraged businesses to make their toilet facilities available for public use by providing an annual grant of £500 per year was a good scheme. At the time of the inquiry 16 businesses had signed up to the scheme and the panel was informed that a total of 40 businesses could be funded by the Welsh Government scheme. It was suggested that if more than 40 businesses wanted to sign up to this scheme then the authority may consider financing the additional businesses. Recently, the Council had closed a number of public toilets and the panel felt that this scheme could help minimise the impact of public toilet closures. The panel agreed that businesses should be encouraged to sign up to this scheme to increase the number of toilets available for public use across Swansea.

3.1.2 The panel was impressed by the success of the NEATs programme and individual councillors on the panel reported positive feedback on the NEATs teams. The panel felt that the NEATs programme offered value for money and should be continued and opportunities for expansion should be explored.

3.1.3 The panel supported the Winter Warden scheme which encouraged local citizens to become Winter Wardens. This meant local residents would take some responsibility for winter maintenance in their local area, such as locating and using a salt bin in their area. Some councillors on the panel had feedback from constituents who reported that the process for this was considered bureaucratic which had discouraged them from engaging with the scheme. The panel felt that sign up to this scheme needed to be encouraged and suggested that it is made as easy as possible for local residents to become Winter Wardens.

3.1.4 The panel agreed that these types of community development initiatives and alternative ways to provide services had the potential to reduce service demand and provide additional service delivery resources by moving some of the Council's focus towards facilitating and supporting. The panel acknowledged that this type of delivery model could take significant resources to set up and manage but it felt that investment in this type of delivery model had the potential to save the Council money in future budgets.

3.1.5 The panel welcomed the APSE review which looked at delivery of operational services and focused on goals rather than activities and delivery and was interested to know the outcome of this review.

3.1.6 The panel therefore recommends to Cabinet that it:

- Promotes the Welsh Government public toilet scheme and increases sign

up from local businesses to make their toilets available for public use

- As a minimum, the Cabinet Member maintains the current level of provision for the NEATs programme and identifies additional sources of funding to support the continuation and development of the NEATs programme
- Promotes and encourages communities to take up the Winter Warden Scheme by reducing the bureaucratic burden on the communities and individuals who want to sign up to the scheme
- Identifies and investigates invest to save opportunities and community development initiatives and provides support for this
- Reports on the outcome of the APSE review

### **3.2 The Highways & Transportation and Waste Management services are currently facing significant budgetary pressures and this will continue into the future**

- 3.2.1 The panel found that un-adopted areas of the highway that have been turned over to the Highways department to manage had led to a substantial increase in the resource needed to maintain highways in Swansea. The panel agreed that this was exerting additional pressure on an already stretched budget and that this practice needed to be minimised. The panel felt that this issue could be addressed through the planning process and felt that this should form part of the adoption criteria.
- 3.2.2 The incidence and maintenance of pot holes was considered by the panel and the public, to be a serious and important issue. During the inquiry an online survey was available for residents and interested parties to contribute their views to the inquiry. The survey found that the maintenance of roads was rated good by just 20% of the 128 local residents who completed the survey. When asked what improvements could be made to street scene type services 44% of respondents said improvements could be made to road maintenance, particularly pot holes.
- 3.2.3 The panel was also informed of the backlog of over £130m of work required to highway assets and an estimated annual funding requirement of £19m to stand still in terms of highway condition. With the current and projected future (reduced) level of funding this concerned the panel. For 2012/15 additional funding via prudential borrowing was approved, which provided an extra £10.45m investment in highways asset, the majority of which was targeted at energy reduction in street lighting. A further £1m capital funding was agreed for 2014/15 and a programme of works will focus on the target areas
- 3.2.4 The Cabinet Member identified the failure to adequately maintain the structural integrity of highway assets as a financial risk to the authority and acknowledged that some of the highways infrastructure was in a poor condition due to a lack of investment and factors such as the weather. The Cabinet Member informed the panel that efficient use of limited revenue, capital and grant funding was in place.

Improved investment in the highway network was targeted to areas of greatest risk, the inspection regime exceeds the code of practice for maintenance management and an improved inspection system has proved effective in the identification of problems and rectification of faults. The Cabinet Member also informed the panel that there was a capital programme of small scale planned patching works this year with a visit to each ward.

3.2.5 The community councils, residents and community groups, who attended an evidence gathering workshop held during the inquiry felt that pot holes and pot hole repair was an important health and safety issue. There was agreement from the groups present that patching pot holes often didn't repair the holes well enough. The groups also reported that they were not aware of the schedule of repair work for potholes, inspections and ward visits. Some groups present acknowledged that the Council had limited resources and that the budget for highway maintenance was stretched. However, there was broad agreement that as far as repair works went, investing now be financially beneficial to the Council in the future.

3.2.6 The panel acknowledged the difficulties of the highway maintenance team in trying to balance budgetary pressures with health and safety concerns, performance measures and the expectations of the public. The panel felt that steps could be taken to improve the management of public and stakeholder expectations around pot hole and highways repairs and this would help the public and stakeholders understand the resource pressures faced by the Highways team.

3.2.7 The panel therefore recommends to Cabinet that it:

Ensures Future planning applicants are made aware of highway adoption via a checklist to ensure they are fully aware of the adoption process and its implications.

Ensures the highway adoption process is as efficient as possible in terms of cost and timescale so as to meet the expectations of Swansea residents

Publicises and promotes the new Highways Asset Management Plan to councillors and residents groups and includes in it the pothole repair schedule and the highways and footways inspection timetable

### **3.3 Maintaining a clean and safe street scene environment is important to residents and for the Council's reputation**

3.3.1 The survey asked residents to identify the street scene type services they felt were the most important to them. Residents chose refuse collection, the maintenance of roads and the maintenance of pavements as the three most important street scene type services. 80% of respondents rated the waste collection service as very good or good but only 20% and 31% of residents rated maintenance of roads and the maintenance of pavements as good. The three that were seen as least important by survey respondents were the provision of dog fouling facilities, cutting of grass verges and the provision of street name plates and signs.

- 3.3.2 Residents, groups and associations who attended the public engagement also identified the maintenance of roads and pavements as two important areas that caused them concerns, particularly the health and safety aspect of keeping roads and pavements well maintained. However, they acknowledged the difficult financial position of the Council and said that they understood that the Council has less money in its budget.
- 3.3.3 The panel was impressed by the effects of the environmental enforcement pilot scheme which was a partnership between the Council and a private company, 3GS. The pilot scheme, which ran for 12 months, reduced littering in Swansea during this time. The panel learned that the scheme generated no profit for the Council and that the drive behind it was clean, litter free streets. Increased enforcement was a preventative measure which contributed to clean streets and was considered more preferable to street cleaning.
- 3.3.4 The panel learned that the service was run on a nil-cost model but that at the time of the evidence gathering the scheme was £12k in the red because of a number of outstanding fixed penalty notices still to be paid. This concerned the panel, but the panel was confident that the enforcement collection process would recover the outstanding charges. The panel supported this scheme and its continuation but suggested that the Cabinet Member kept a close eye on the finances of the scheme to ensure it was cost neutral to the Council.
- 3.3.5 Survey respondents, residents groups and associations and councillors all agreed that split bag residue was an unsightly problem and that the waste residue should be cleaned up immediately. The panel was informed that split bag residue was not cleaned up by the waste management teams because of the speed of the operation that was required to ensure that the teams completed the full collection route. The panel was also informed that there was no room on the waste collection trucks for brushes to clean up residual waste however, Street Cleansing teams cleaned up the residual waste the following day. The panel was not persuaded that this was the best way to deal with residual waste and suggested that the waste management teams should be provided with brushes and the like so that split bag residue could be cleaned up immediately.
- 3.3.6 The Council had a target of 58% of all waste collected to be recycled, this included both household and commercial waste and it would be achieved by:
- Targeted door knocking, especially for households that didn't recycle food waste
  - Enforcing the 3 bag limit per household
  - Increase the amount of recycled commercial waste
  - Mandatory food separation for local food businesses
  - New sorting line at the recycling plant
- 3.3.7 The panel found that residents valued the replacement waste, recycling and food waste bag service. The panel was informed by residents that often replacement bags were not left in appropriate places which resulted in residents taking multiple rolls of bags at locations where bags were available. The panel was informed by officers that this presented a significant cost to the Council and that

a number of plans were in place to make improvements to this. Namely that a trial of a reusable and weighted recycling bag will commence in the autumn, the number of outlets which supplied replacement bags would be reduced and operational teams would need to ensure that replacement bags were supplied correctly and appropriately to households.

- 3.3.8 The panel welcomed and supported these developments and made a number of suggestions around the provision of information, replacement waste and recycling bags and food caddies and recycling (contained in the recommendations below) which it felt would help the Council achieve its target and maintain clean streets.
- 3.3.9 Councillors on the panel reported that A-Frames and signs erected on highways and streets was a problem in many of their wards. The panel understood that the Council had been in communication with companies and businesses that had set up these signs; when a sign was reported to the Council, it was removed; this was a reactive service with just one employee. The panel felt that more could be done via the Highways Inspection service to prevent the proliferation of street signage.
- 3.3.10 The panel understood that there was a range of frequency of waste collections amongst commercial waste customers and the panel was informed that the types of waste collections needed to be more efficient. The panel welcomed this and supported the suggestion that a process of re-engineering may help to make trade waste collections more efficient and would ensure that streets were kept clean and free of waste.
- 3.3.11 The panel also drew attention to litter generated by takeaway and fast food outlets and considered this an important area to address if streets were to be kept clean and litter free. The panel agreed that planning conditions and planning applications could be used to ensure that food outlets undertook litter picking to clean up litter generated by their food businesses.
- 3.3.12 The panel found that in areas of high concentration of Houses of Multiple Occupation (HMOs) residents felt that landlords needed to do more to keep the external areas of the property free from refuse and rubbish. Residents also felt that more enforcement patrols should take place in areas such as Brynmill and Uplands and that the Council should work more productively with landlords and agents to ensure they take more responsibility for clearing rubbish from their properties. The panel felt that the scale of the challenge and cost of the clean up in areas of HMOs should be reflected in the HMO licence fee.
- 3.3.13 Some panel members and residents who attended the engagement workshop felt that the Council should increase the frequency with which verges were cut and maintained. In the public survey when respondents were asked to rate various Council services 68% of respondents rated the Council good at cutting grass verges, while 26% rated the Council as poor and 6% didn't know. The survey also asked respondents to suggest improvements to street scene type services and 8% of respondents suggested an increase to the frequency with which grass verges were cut and maintained.



3.3. The panel therefore recommends to Cabinet that it:

Extends the environmental enforcement scheme across Swansea and into district areas

Closely monitors the environmental enforcement scheme to ensure it remains a cost neutral scheme

Takes steps via the Highways Inspection service to minimise the proliferation of street signage

Allocate resource to the Waste Management teams to enable them to clean up split bag residue

Provides information to commercial waste customers on waste collection and recycling services provided by the Council

Ensures that agency provided refuse collectors receive the same training as Council employed refuse collectors

Reviews how replacement refuse and recycling bags are supplied and where they are available with a view to reducing the cost of provision.

That the operational waste management team seek to minimise breakages and damage to food waste caddies provided to residents

Considers the effectiveness to date of public information campaigns and education programmes designed to increase recycling of all household waste including food

Considers new ways of managing household waste generated by residential developments in the city centre which are efficient, effective and economical

Enforces planning conditions for litter picking for fast food outlets and ensure that these planning conditions are contained in all new planning applications for food outlets

Increase the license fee for Houses of Multiple Occupation to reflect the scale and cost of the clean up undertaken by the Council

**3.4 Residents, tenants, community groups are important stakeholders, they value good quality communication and information and are a good source of feedback on services**

3.4.1 The panel was pleased with the level of public engagement and interest in this inquiry. The survey was well responded to and a wide range of groups and individuals attended the public engagement workshop to share their views and provide their suggestions for improvements. The panel acknowledged the important role residents, tenants and community groups had in providing feedback to the Council on its services. However, residents and groups often found that communication with the Council could be a frustrating experience.

Some reported that the reporting process could be complicated and not very transparent. In fact, many residents groups were not aware that Area Managers existed and that these could be contacted to report repairs and the like and they did not use their local councillor for assistance with repairs reporting matters. The groups and residents said that better information which detailed the relevant officer and their contact details for each type of repair or other matters would be helpful. The panel agreed with the residents and groups and felt that an organisational chart with contact details would be quick and easy to produce and would be helpful not just to residents but to councillors too.

3.4.2 The panel therefore recommends to Cabinet that it:

Produces a publicly available organisational chart for each area of Swansea with contact details for officers

### **3.5 Cabinet Member Policy Commitments**

3.5.1 The Cabinet Member's policy commitments in this area are:

- Examination of the feasibility of comprehensive city centre parking
- Flexible charging in local authority car parks
- Installation of modern car parking, software and payment systems in the city centre
- Introduction of 20mph speed limits outside schools across the City & County of Swansea
- Adoption of the Wheelrights Manifesto to increase access to safe and cost effective cycle and walking routes
- Implementation of the City Centre Cycle Network
- Introduction of an eco-street light replacement programme to reduce the Council's carbon footprint
- Supporting and working with voluntary and community initiatives to make Swansea a Tidy City

3.5.2 The panel welcomed the Cabinet Member's policy commitments in this area. The panel felt that these policy commitments would help the Council improve its street scene services. The panel therefore endorses and supports the Cabinet Member's policy commitments in this area.

## 4. Recommendations

*The Board commends Cabinet to consider all issues and ideas raised by this inquiry and, in particular, the recommendations set out below.*

The Board recognises that the Authority

- (a) will need to ensure that any subsequent actions are legal and meet the requirements of any relevant legislation;
- (b) 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 Board has kept these principles in mind in the course of its investigations.

### **The Board recommends to Cabinet that it:**

- 4.1 Promotes the Welsh Government public toilet scheme and increases sign up from local businesses to make their toilets available for public use
- 4.2 As a minimum, the Cabinet Member maintains the current level of provision for the NEATs programme and identifies additional sources of funding to support the continuation and development of the NEATs programme
- 4.3 Promotes and encourages communities to take up the Winter Warden Scheme by reducing the bureaucratic burden on the communities and individuals who want to sign up to the scheme
- 4.4 Identifies and investigates invest to save opportunities and community development initiatives and provides support for this
- 4.5 Reports on the outcome of the APSE review
- 4.6 Ensures that all future planning applicants are made aware of the highway adoption process via a checklist and that they are aware of the implications
- 4.7 Ensures that the highway adoption process is as efficient and economical as possible to meet the expectations of Swansea residents
- 4.8 Publicises and promotes the new Highways Asset Management Plan to councillors and residents groups and includes in it the pothole repair schedule and the highways and footways inspection timetable
- 4.9 Extends the environmental enforcement scheme across Swansea and into district areas
- 4.10 Closely monitors the environmental enforcement scheme to ensure it remains a cost neutral scheme

- 4.11 Takes steps via the Highways Inspection service to minimise the proliferation of street signage
- 4.12 Allocate resources to the Waste Management teams to enable them to clean up split bag residue
- 4.13 Provides information to commercial waste customers on waste collection and recycling services provided by the Council
- 4.14 Ensures that agency provided refuse collectors receive the same training as Council employed refuse collectors
- 4.15 Reviews how replacement refuse and recycling bags are supplied and where they are available with a view to reducing the cost of provision
- 4.16 That the operational waste management team seek to minimise breakages and damage to food waste caddies provided to residents
- 4.17 Considers the effectiveness to date of public information campaigns and education programmes designed to increase recycling of all household waste including food
- 4.18 Enforces planning conditions for litter picking for fast food outlets and ensure that these planning conditions are contained in all new planning applications for food outlets
- 4.19 Considers new ways of managing household waste generated by residential developments in the city centre which are efficient, effective and economical
- 4.20 Increase the license fee for Houses of Multiple Occupation to reflect the scale and cost of the clean up undertaken by the Council
- 4.21 Produces a publicly available organisational chart for each area of Swansea with contact details for relevant officers

## Acknowledgements

The Board is very grateful to the following people for their participation and contribution to the review:

Bob Fenwick, Group Leader, Highways and Transportation, CCS

Stuart Davies, Head of Highways and Transportation, CCS

Chris Howell, Head of Waste Management, CCS

Councillor June Burtonshaw, Cabinet Member, Place

Morrison Residents' Association

Newton Community Council

Swansea Civic Society

Sandfields Community Association

Ilston Community Council

Grovesend & Waungron Community Council

Swansea Sustainable Community Initiative

Maritime Quarter Residents' Association

Welsh Tenants

## **About the Street Scene Scrutiny Inquiry Panel**

The **Street Scene Scrutiny 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**

**John Bayliss**

**Ann Cook**

**Lesley Walton**

**Mary Jones**

**Mike White**

**Lynda James**

**Wendy Fitzgerald**

**Keith Marsh**

**Nick Davies**

**David Cole**

**Philip Downing**

**Jane Harris**

### **For further information contact:**

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Overview & Scrutiny Officer

City and County of Swansea

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( 01792 637491

## Report of the Chair

Scrutiny Programme Committee – 27 October 2014

### PROGRESS REPORT – CHILD & FAMILY SERVICES SCRUTINY PERFORMANCE PANEL

<b>Purpose</b>	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 Child & Family Services Scrutiny Performance Panel.
<b>Content</b>	Councillor Paxton Hood-Williams, convener of the Performance Panel, will update the committee on the work of the Panel and achievements.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"> <li>• Ensure awareness / understanding of the work of the Panel</li> <li>• Consider its effectiveness and impact</li> <li>• Consider any issues arising and action required</li> </ul>
<b>Lead Councillor(s)</b>	Councillor Mike Day, Chair of the Scrutiny Programme Committee
<b>Lead Officer(s)</b>	Dean Taylor, Director – Corporate Services
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

#### 1. Introduction

- 1.1 The Child & Family Services 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 Child & Family Services 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**.
- 1.5 The membership of the Panel is as follows:

**Labour Councillors: 6**

Uta Clay	Erika Kirchner
Jan Curtice	Hazel Morris
Yvonne Jardine	Ceinwen Thomas

**Independent Councillor: 1**

Susan Jones	
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**Conservative Councillor: 1**

Paxton Hood-Williams (CONVENER)	
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**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

15 October 2014

Legal Officer: Nigel Havard

Finance Officer: Ben Smith



## **Child & Family Services Scrutiny Performance Panel Update**

### **1. Remit of the Panel**

The overarching purpose of the panel is to:

Receive and request relevant performance reports to monitor and challenge assessments on service performance and quality in respect of children's social services

On behalf of the Panel, the convener will write to the relevant Cabinet Member raising issues of concern, comments and recommendations as appropriate following Panel meetings.

### **2. Introduction**

The reformed Child & Family Services panel met for the first time on 29<sup>th</sup> September. The panel agreed to appoint Councillor Paxton Hood-Williams as convener. .

### **3. Key Activities**

The panel received the Child & Family Services Performance Report and highlighted the following areas as concerns: referrals trending upwards; improved/increased use of the Regional Integrated Family Support Service; drop off in the number of Initial Assessments and Core Assessments completed within timescale; staff supervision; numbers of children ceasing to become Looked After Children has dropped compared to previous year; approval rates for foster carers and adopters.

The panel received its second follow-up report on the scrutiny review of leaving care services. The panel remained concerned about the effectiveness of the Barnardo's contract/partnership to provide leaving care services and requested that a further report be brought back to the panel in 3 months on this issue. The panel felt unable to sign off the review as completed until it is satisfied that the services provided by Barnardo's are effective.

### **4. Achievements / Impact**

The convener's letter to the Cabinet Member raised the points highlighted in section 3 above and the response will be reported back to the Committee at the next available opportunity.

### **5. Future Work Programme**

The Panel is currently meeting on a monthly basis and is in the process of agreeing its work plan. A draft will be taken to the next meeting.

### **6. Action required by the Scrutiny Programme Committee**

None

# Agenda Item 7

## Report of the Chair

Scrutiny Programme Committee – 27 October 2014

### FUTURE TRENDS FOR SWANSEA

<b>Purpose</b>	This report provides information to the committee giving an insight into current understanding of future trends likely to impact the planning and delivery of Council Services. It is intended to help support the development of scrutiny by building long term thinking, future risks and sustainability principles into scrutiny activities.
<b>Content</b>	The report appends a paper prepared by the Sustainable Development Unit which also includes key questions for service delivery. Officers from the Sustainable Development Unit will be present to assist the committee in understanding / using the information and issues raised.
<b>Councillors are being asked to</b>	Consider the information to help influence the work of scrutiny in relation to sustainability and future generations.
<b>Lead Councillor(s)</b>	Councillor Mike Day, Chair of the Scrutiny Programme Committee
<b>Lead Officer(s)</b>	Dean Taylor, Director – Corporate Services
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

#### 1. Introduction

- 1.1 In March a workshop was held for all scrutiny councillors, facilitated by the Sustainable Development Unit and partners, designed to explore how the scrutiny function in Swansea can drive long term, preventative decision making through its work.

The workshop enabled members to consider:

- the role of scrutiny and current and future influences
- long term future trends, sustainable development and the role of scrutiny
- the potential impacts of the forthcoming Well-being of Future Generations Bill
- learning from others

- how the scrutiny function can make an bigger impact by using sustainability principles to ensure services are 'fit for purpose'
  - next steps
- 1.2 The workshop was supported by the Welsh Local Government Association (WLGA) and run by PwC and Netherwood Sustainable Futures. It was part of a package of work that is being delivered as the City & County of Swansea is the pilot authority for the WLGA on Sustainable Development.
- 1.3 The chair of the Scrutiny Programme Committee recently met with officers to reflect on the workshop and to further investigate suggestions both from the event and the follow up survey in order to develop and embed long term thinking and preventative decision making into the scrutiny process.
- 1.4 Some of the ideas around developing scrutiny include:
- building long term thinking into the annual work planning process
  - building long term thinking and future risks / sustainability principles into scrutiny activities e.g. via Terms of Reference of inquiries
  - engaging at a regional and national level to encourage the development of a 'longer term' focus in scrutiny e.g. via the National Scrutiny Reference Panel.

## **2. Future Trends for Swansea**

- 2.1 The Council's Sustainable Development Unit has prepared a paper on 'Future Trends for Swansea' as a regularly updated working document. As part of the thinking process for developing scrutiny the paper was attached to the agenda of the last committee meeting, to help to build a 'long-term lens' into the work of scrutiny.
- 2.2 At that committee meeting members were very interested in the paper and a request was made to allocate time for discussion and for relevant officers to attend to assist the committee in understanding / using the information and issues raised. Whilst the committee understood the context, in terms of developing scrutiny and questioning around sustainability and long term thinking, there was much interest in the actual data within the paper.
- 2.3 The following officers from the Sustainable Development Unit will attend the meeting to assist the committee in understanding / using the information and issues raised:
- Tanya Nash – Sustainable Development Team Leader
  - Penny Gruffydd – Sustainable Policy Officer

### **3. Sustainability and Scrutiny**

- 3.1 Within the overall scrutiny work programme the committee has already agreed for a Working Group to meet to look at sustainability. This Group would ask for an assessment on current plans, priorities, activities and impact, and ask 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 convener / membership of this Working Group are to be confirmed.
- 3.2 In addition, the committee agreed at the last meeting that the issue of sustainability and long term thinking should be a recurring theme for future Cabinet Member question sessions.
- 3.3 Members were also encouraged to use the information to inform discussion in other scrutiny activities, e.g. the Affordable Housing Scrutiny Inquiry follow up.

### **4. Legal Implications**

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

### **5. Financial Implications**

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

Background Papers: None

15 October 2014

Legal Officer: Nigel Havard  
Finance Officer: Ben Smith

# Future Trends for Swansea -

## Background Paper

(Last Update on 24<sup>th</sup> September 2014)

**Prepared by the Sustainable Development Unit, City and County of Swansea**

This paper is a regularly updated working document that offers an insight into our current understanding of future trends likely to impact the planning and delivery of Council Services. The trends identified are based on sound evidence and statistics referenced from credible sources of intelligence. However the information presented is not absolute or certain but rather intended to provide a reflection of wider visions of a probable future based on current drivers. Trends have been sourced from a variety of global, national and local contexts and were selected for the relevance of the impact on City and County of Swansea Services.

## **Topics:**

- 1. Demographics**
- 2. Health and Social Care**
- 3. Poverty and Deprivation**
- 4. Housing**
- 5. Education and Skills**
- 6. Infrastructure and Energy**
- 7. Natural Resources and Environment**
- 8. Climate Change Adaptation**
- 9. Economy and Employment**
- 10. Community Safety**
- 11. Technology**
- 12. Culture and Heritage**

# Demographics

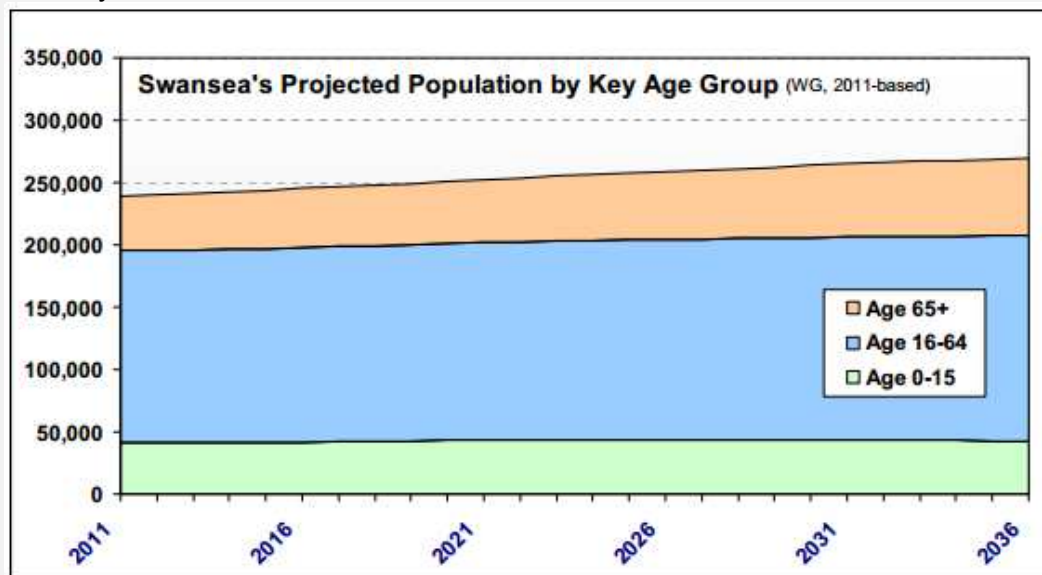
## Trends

### Overall projections

- The rise in world population is likely to plateau at about 9 billion by 2050.<sup>1</sup>
- The total population of Swansea is projected to increase by 13.1%, from 238,700 in 2011 to 269,900 in 2036.<sup>2</sup>
- On average, the population of Swansea is projected to increase by 0.5% (1,250) per annum between 2011 and 2036.<sup>3</sup>
- With an additional 31,200 people over 25 years, Swansea has the second highest projected level of growth in Wales, exceeded only by Cardiff.<sup>4</sup>

### Ageing Population

- A key trend affecting Wales by 2050 will be the ageing population.<sup>5</sup>
- The number of people in Swansea aged 65 and over is projected to increase at an average annual growth rate of 1.8% (around 760 people per year) to 62,000. This represents an overall increase of 19,000 or 44.1% between 2011 and 2036, with a doubling of the number of people aged >85 years. Managing older people's health and social care needs effectively will be very important.<sup>6</sup>
- The number of children (0-15) in Swansea is predicted to increase by only 3.5% over the same period and the number of working age people (16-64) will rise by 7%.<sup>7</sup>



Source: Welsh Government 2011-based local authority population projections, July 2013.

- Frailty amongst the over 65s is predicted to increase, due to a combination of predisposing factors (childhood development and lifestyle), followed by contributing factors such as physical inactivity, chronic disease, and anorexia/malnutrition in later adulthood.<sup>8</sup>

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

- Life expectancy at birth in Swansea now stands at 77.6 years for males (Wales 78.2) and 82.2 for females (Wales 82.2).<sup>9</sup>
- The gap in life expectancy for males in Swansea between the most and least deprived fifth is about 12 years.<sup>10</sup>

### Social trends

- Latest Welsh Government projections suggest that if recent (2006-11) trends were to continue, an estimated 18,850 net overseas migrants (around 750 per year) would be added to Swansea's population by 2036.<sup>11</sup>
- On the same basis, an estimated 4,000 net UK migrants (160 per year) would arrive in Swansea by 2036.<sup>12</sup>
- Nearly 80% of the Wales projected population increase is expected to be directly or indirectly due to migration.<sup>13</sup>
- There is an increasing trend for one parent families, people living alone and co-habitation in Swansea.
  - Single person households are projected to grow by 44.5% from 34,500 in 2011 to 49,900 in 2036.
  - Single parent households are projected to increase by 27.9% from 7,300 in 2011 to 9,300 in 2036
  - Two adult, no children households are projected to rise by 4,200 from 30,600 in 2011 to 34,800 in 2036.<sup>14</sup>

### Key questions for future service delivery

1. Are services being delivered by CCS fit for the future given the projected demographic trends?
2. What social changes might affect Swansea between now and 2040 and what challenges and opportunities might these present?
3. What impact will a 13.1% increase in the number of residents being served by CCS have on the capacity and resource of each service?
4. Given the potential for 18,850 new overseas migrants by 2036, what challenges and opportunities may this present for service delivery across the council?
5. What pressures will an ageing population place on funding for health care, social services and other departments?
6. In which service areas might CCS look to empower the elderly, utilise their skills and recognise their contributions to society – i.e. providing care, mentoring young entrepreneurs etc?
7. What challenges face CCS in trying to reduce the life-expectancy gap by 2040 and what actions should be taken to prevent the gap from widening?
8. What impact will an increase in one parent families/smaller household sizes/people living alone have on housing and social care?



# Health and Social Care

## Trends

### Health Trends

- An increase of 21.3% is projected in the numbers of obese children and young people aged 2-17 by 2030.<sup>15</sup>
- There is expected to be an increase of 29.9% in the numbers of obese older people by 2030, with a sharper still increase in those aged 75+ (47.1%).<sup>16</sup>
- It is anticipated that there may be 7.5% more obese adults by 2030, with the largest increases in the age group 35-44.<sup>17</sup>
- The prevalence of diabetes in the ABMU LSB population is projected as rising to 11.3% of the population in 2030.<sup>18</sup>

### Wellness in the workforce

- In Swansea by 2030 we will see the projected numbers of younger adults reporting Limiting Long Term Illness increase by 3.4%. However, it should be noted that there is anticipated to be an increase of 35.6% of reported LLTI in the 35-44 population.<sup>19</sup>
- There will be a projected increase of 5.7% of adults in Swansea aged 19-64 with any mental health problem by 2030.<sup>20</sup>

### Carers

- The percentage of girls in Swansea aged 15-17 predicted to give birth is projected to increase by 15.5% by 2030.<sup>21</sup>
- In Swansea, the number of carers aged 25-64 is expected to rise by 9.1% by 2030, while the younger age group of 16-24 is predicted to fall by -1.3%.<sup>22</sup>
- As people age, they may find themselves caring for their partner or other family member. In Swansea, the number of elderly carers is expected to rise by 34.2% by 2030.<sup>23</sup>

### Ageing Population

- By 2030, there are expected to be 34.1% more people aged over 65 in Swansea than there were in 2011.<sup>24</sup>
- The population aged 85+ is projected to grow by 77.9% in Swansea by 2030. Social services for older people are increasingly focussed on the most elderly and increases are likely to place strain on demand for services.<sup>25</sup>
- Projections indicate a 71% increase in older people requiring residential care by 2025 across Wales alongside an increase of 61% of those needed some form of community based care.<sup>26</sup>
- A 45.5% increase in the number of older people in Swansea unable to carry out at least one mobility activity on their own is projected by 2030. Similar increases are anticipated around continence, the ability to perform household tasks and manage self care. The largest increases are amongst those aged 80+.<sup>27</sup>
- We can expect to see the number of older people living alone increase by

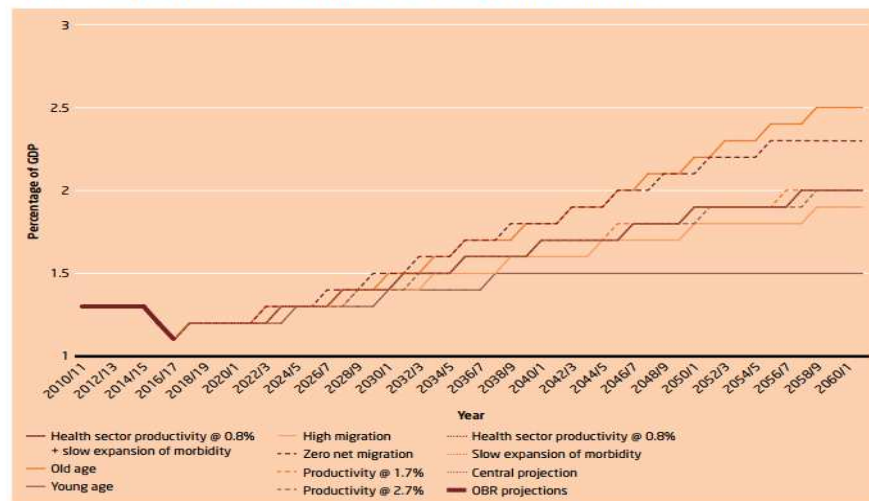
33.4% by 2030.<sup>28</sup>

- An increase of 49.5% in people who will be receiving a service from social services to keep them in the community by 2030 is forecast.<sup>29</sup>
- The number of people receiving a residential / nursing service from social services is estimated to increase by 56.5% by 2030.<sup>30</sup>

## Care Spending

Long-term projections for long-term care spending in the UK, 2016/17 to 2061/2<sup>31</sup>

Figure 26 Long-term projections for long-term care spending, 2016/17 to 2061/2



## Key questions for future service delivery

1. How can services shift from a deficit model which focuses on what service users can't do to one which capitalises on what they can?
2. How can we create new capacity to meet demand by employing existing resources in new ways across services?
3. How will services react to changes in the financial robustness of partners or a market place that operates at sub optimum standards or where services are not available at acceptable standards for an affordable price?
4. How can a whole Council approach be adopted to communicate key messages promoting well-being through prevention and early intervention?
5. What potential exists for new funding models to be developed for example continental style co-funding?
6. How can services be fundamentally reshaped to secure the best possible outcomes with limited resources?
7. What role can preventative approaches such as increasing physical activity play?
8. How can services develop a pluralist approach working in partnership, commissioning and co-operating with private, mutual and third sector providers?
9. How can economic prosperity be delivered with a decrease in the working population? How can services adapt and flex to utilise people with limited capacities?
10. How will services adapt to meet the workforce's increased responsibility caring for the old and young?

# Poverty and Deprivation

## Trends

### Welfare Reform

- Far reaching welfare reform will have significant impact on Swansea's individuals and communities. The impact in 2015/16 is expected to result in absolute benefit loss of £73 million in Swansea.<sup>32</sup>
- Evidence suggests that each £1 of income lost could impact the wider economy due to a multiplier effect estimated at somewhere in the range of £1– £1.50<sup>33</sup>
- Wales Public Services 2025 estimates the impact on Wales of Welfare Reform may remove £1 billion from the Welsh economy<sup>34</sup>
- Cuts to benefits and more stringent entitlement rules may push people out of unemployment and into crime activities. There is also some evidence that the timing and frequency of welfare payments can impact on crime levels.<sup>35</sup>
- A major study of 'universal credit relevant' clients undertaken by Citizens Advice in 2013 found two-thirds of participants (66 per cent) were unable to get on-line to manage a claim at the initial assessment stage.<sup>36</sup> Demand to increase skills will increase as services increasingly become 'digital by default'.

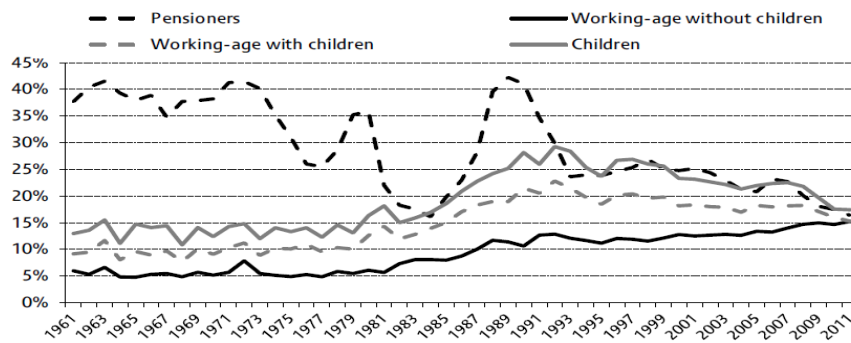
### Household Consumption Trends

- The 2010-2020 Food Strategy for Wales acknowledges the World Bank's forecast that the world's increasing population will lead to an increase in demand on food supply resulting in higher input and output commodity prices.<sup>37</sup>
- Even a relatively benign unwinding of today's emergency interest rate position allied with anticipated growth in household incomes has the potential to roughly double the number of households facing some form of repayment problem by 2018.<sup>38</sup>
- The Centre for Economics and Business Research forecast annual food bill increases of £350 between now and 2019.<sup>39</sup>
- Demand for energy is predicted to be 53% higher in 2030 than in 2004.<sup>40</sup>
- Demand for gas is set to increase by 60% globally.<sup>41</sup>

### Poverty

- The Child Poverty Act 2010, passed with cross-party support, makes the target to eradicate child poverty by 2020 a legal requirement. General consensus projects this target is highly unlikely to be met.<sup>42</sup>
- Pensioner poverty is reducing with the growing issue of working-age poverty and a resurgence in child poverty being the key concern in the coming years.<sup>43</sup> Joseph Rowntree Foundation research suggests that over 217,000 people lacked but wanted work in 2012 and suggest that jobs will be scarce in Wales for a long time.<sup>44</sup>
- Relative poverty for difference groups of the population:<sup>45</sup>

Figure 6.1b. Relative poverty for different groups of the population (BHC)



Note: Figures are presented for GB up until 2001–02 and for the whole of the UK from 2002–03 onwards. Years refer to calendar years up to and including 1992, and financial years thereafter.

Source: Authors' calculations based on Family Expenditure Survey and Family Resources Survey, various years.

- The forecast across Europe is that poverty and deprivation will rise from 120 million to 145 million by 2020.<sup>46</sup>

### Key questions for future service delivery

1. How can services build the capacity of communities so they can engage effectively in the design and delivery of services?
2. Can services delegate enough responsibility to frontline staff and place sufficient trust in service users instincts to effectively engage in co-production?
3. How can services develop genuinely reciprocal models that combine rights with responsibilities?
4. Can services challenge the traditional roles of service recipient and provider, blurring the distinction between the two and creating an untapped resource e.g. peer to peer support services?
5. How can services shift attitudes from 'do to' to 'can do'?
6. How can services develop alternative support networks?
7. How do services engage where communities are shrinking due to social and physical isolation? Can the Council effectively use communities as a resource?
8. How does a whole Council approach break down barriers between departments? Is there potential to develop new forms of budgeting e.g. outcome based?
9. How can services respond to fluctuating demand levels without reducing the terms and conditions of direct and indirect employees impacting economic wellbeing?
10. How can services help residents improve their resilience in the face of rising prices and increased scarcity of resources?
11. How can services encourage social mobility and equitable access to services across Swansea?
12. How can services minimise their use of resources in a time of rising prices?

# Housing

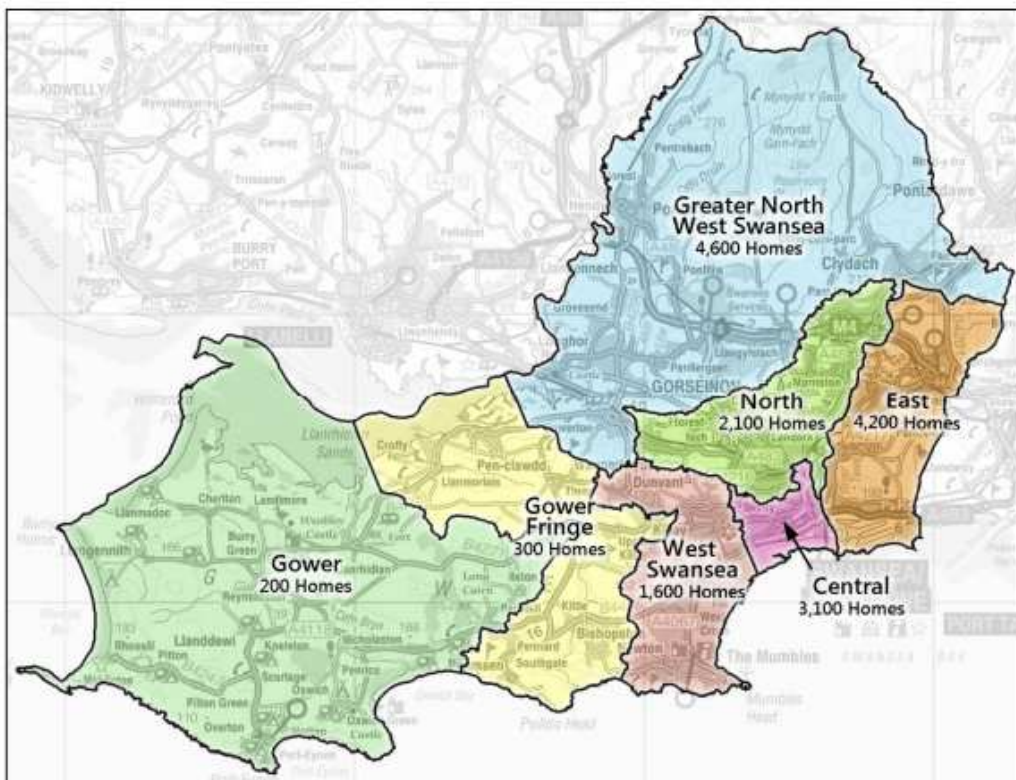
## Trends

### Demand

- By 2025, it is estimated that between 729-1329 new dwellings will be needed per year based on 4 scenarios (low, medium, medium-high and high).<sup>47</sup>
- Modelling based on the medium-high scenario shows that there is a need for greater variety of size and tenure mix across Swansea.<sup>48</sup>

Housing Size	Number of Dwellings Required			
	Market Housing	Affordable Housing		TOTAL
		Intermediate	Social	
<b>Net Requirement 2010-2025</b>				
1 bedroom	600	300	1,700	2,400
2 bedrooms	2,000	1,100	1,800	4,800
3 bedrooms	5,000	600	1,400	7,200
4+ bedrooms	1,400	-	100	1,800
<b>Total</b>	<b>9,000</b>	<b>2,000</b>	<b>5,100</b>	<b>16,100</b>

- The map below estimates the sub-areas of Swansea and their individual housing delivery requirement for the period 2011-2025.



- By 2036, the total number of households in Swansea is projected to increase by 21,900. Swansea records the second highest projected level of growth in Wales, behind Cardiff.<sup>49</sup>
- Single person households are projected to grow by 44.5% from 34,500 in 2011 to 49,900 in 2036.<sup>50</sup>
- Housing construction is not keeping pace with demand, which is expected to contribute to house price inflation in the long-term.<sup>51</sup>

## Standards

- By 2020, The Welsh Housing Quality Standard requires all social landlords to improve their housing stock to an acceptable level.<sup>52</sup>
- Across Wales 140,000 properties (12%) are at risk of flooding which is likely to increase with rising sea levels by 2040.<sup>53</sup>

## Suitability

- In Swansea, the number of people aged 65+ is projected to increase by 19,000 by 2036.<sup>54</sup>
- Frailty in the over 65s is predicted to increase by 11.5% from 2012-2018.<sup>55</sup>
- 18,850 new overseas migrants are forecasted in Swansea by 2036.<sup>56</sup>
- Proposed changes in homelessness legislation are may result in an increase in applications by up to 10%.<sup>57</sup>

## Key questions for future service delivery

1. Given our current models for service delivery, will our housing legacy be fit for future generations in 2040?
2. Will the housing demand be met and what strains will this place on budgets and available land?
3. Will there be sufficient community, leisure and education facilities to serve new housing development?
4. How might the local authority play a role in ensuring the appropriate supply of good quality affordable homes in 2040?
5. Given the likely demographic trends, what additional challenges will be presented by the housing needs of an increased number of vulnerable people (i.e. homeless, refugees, asylum seekers, disabled, Black and minority ethnic communities (BME))?
6. What additional challenges will be presented by an already ageing housing stock by 2040 and how might CCS look to mitigate against future risks?
7. What impacts will climate change and increased extreme weather events have on our housing stock and how will this impact on maintenance and repair budgets?
8. Given the trend for an ageing population, what adaptations and assistive technology will be needed by 2040 and what level investment will this require?
9. How might changes to welfare reform and benefits have an impact on housing needs in the long-term?
10. Will we have more or less homelessness in 2040 and what challenges will the expected rise in applications present for CCS' services?

## Education and Skills

### Trends

#### Demand on schools

- In Swansea, by 2030, there are expected to be 19.3% more people aged under 18 than there were in 2011. This should be compared to projections for Wales, where the child population is expected to grow by just 4.6% in the same period.<sup>58</sup>
- An increase in school age children across Wales by 2025 indicates although there are often surplus places particularly at urban schools in the short term. In the longer term, there is likely to be a significant shortage of school places.<sup>59</sup>
- The percentage of age 11 pupils in Year 6 Welsh Medium Education is projected to rise from 10.7% in 2013 to 16.4% in 2019.<sup>60</sup>
- There will be an increase in numbers of children and young people with a learning disability of 19.3% by 2030.<sup>61</sup>
- There is expected to be a 28.6% increase in the numbers of children and young people displaying challenging behaviour by 2030.<sup>62</sup>

#### Future Skills Base

- The qualification profile of employed people in Wales has improved and is projected to continue to improve by 2020<sup>63</sup> Skill supply is rising with 40% of employed people at Level 4 or above by 2020.<sup>64</sup>

#### Skill Requirements and Curriculum in Swansea

- The occupations projected to increase the most in terms of employment by 2030 are caring personal service occupations, teaching and educational professionals and corporate managers and directors, business and associate public service administrators and administrative occupations. Occupations in greatest decline include skilled metal, electrical and electronic trades, process plant and machine operatives, protective service occupations and textiles and printing trades.<sup>65</sup>
- There is very little provision for agricultural and animal care skill development, this fails to address projected growth outside of Swansea, emerging food security issues and the WG prioritisation of the Food and Farming sector.<sup>66</sup>
- The sector Skills Council has identified that there is a future demand for Welsh language written and oral skills particularly in customer facing roles.<sup>67</sup>
- Administrative, management and directorial occupations are forecast to increase by 2030 justifying investment in these skills however administration accounting and finance is not currently offered widely at 16-18.<sup>68</sup>
- The high incidence of SMEs and self employed individuals in the County suggest basic business and management skills training which support entrepreneurship should be encouraged.<sup>69</sup>
- The 2014 Curriculum and Labour Market Review identifies 'notable gender imbalance in sectors where growth is projected in 2030 including construction, Health and Social Care and Business Support Services.<sup>70</sup>

- The 2014 Curriculum and Labour Market Review identifies 'notable gender imbalance in sectors where growth is projected in 2030 including construction, Health and Social Care and Business Support Services.<sup>71</sup>
- The 2014 Curriculum and Labour Market Review identifies a need to develop soft skills across the economy.<sup>72</sup>
- The low-carbon transition will require a combination of skills across different sectors and it is vital that these are available – for example, with 80% of employees in the energy sector due to retire within the next 10-15 years a pipeline of sufficiently skilled workers will be necessary.<sup>73</sup>

### **Key questions for future service delivery**

1. How will young people be learning in 2040? Will this be influenced by advances in technology? Will there be remote learning?
2. What will the legacy of early intervention and preventative programmes implemented now (e.g. Flying Start) be in 2050?
3. What role will schools play in our communities? Will they take on a greater role beyond education?
4. Will bilingual and Welsh medium schools still exist?
5. Will education still be delivered by local authorities?
6. How can services work more effectively with partners in the FE and HE sectors to harness innovation?
7. Could the services use the knowledge and need for experience in FE and HE to deliver projects together?
8. Will current provision enable services to best adapt to and encourage a low carbon economy?
9. How can services encourage Green Growth and the development of Green Skills?
10. Could apprentices, interns, academics and students be used more effectively as a resource?



# Infrastructure and Energy

## Trends

### Energy

- Fuel prices are predicted to continue to rise by 2040.<sup>74</sup>
- GDP, growth and productivity will decline if new and cost-effective non-oil energy sources are not found fast to protect future growth and prosperity.<sup>75</sup>
- £330bn of investment is needed in UK energy infrastructure by 2030.<sup>76</sup>

### Transport

- Wales is heavily reliant on car travel with 3 in 4 people using the car to get to work.<sup>77</sup>
- Road traffic in Wales is predicted to be 39% higher in 2040 than in the level in 2010.<sup>78</sup>
- 95% of transport in UK is currently reliant on oil<sup>79</sup>, petrol and diesel supplies will be more unreliable, however there is predicted a shift from oil based fuels to electric and biofuels.
- In Swansea there is currently a gradual decrease in road traffic, or at least a neutral trend, whereas cycling is increasing by approximately 10 – 20% per annum depending on the route.<sup>80</sup>
- Low carbon (probably electric or hydrogen) will start to appear on the market and will be central to cutting emissions.<sup>81</sup>

### Infrastructure

- There is an increased risk on infrastructure assets from severe weather events, with an increase of assets in areas with a high likelihood of flooding by 50% by 2050s (UK).<sup>82</sup>

## Key questions for future service delivery

1. How can services minimise their use of resources in a time of rising price?
2. How will we be producing/consuming energy in the future in Swansea?
3. What is the services' role in building resilience to energy prices?
4. Will people be able to heat their homes adequately if heating bills and water bills continue to rise? How will this impact demand on Council services in the future?
5. How will high road fuel costs affect Council services and access to services? Will we be using alternative forms of transport such as public transport, walking or cycling?
6. Will people still travel in the way that they do now and where will they be travelling to? Will some groups still be able to get to where they need to? How will our transport networks need to adapt to these changes?
7. How will an aging and an increase in the younger population influence travel pattern trends?

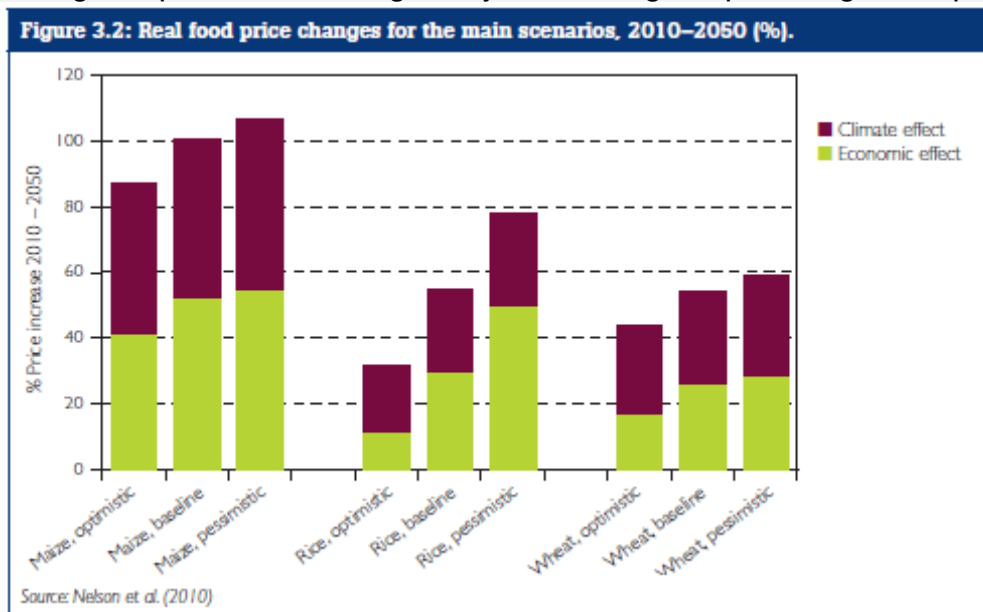
8. Will we still be using petrol and diesel in our cars or something else? Will we be using road charging points for electric vehicles?
9. Will people still need to commute to a place of work? Will more people be working from home? Will that workplace still be in the local area?
10. Could people in Swansea share transport costs? Share lifts to places of work? Set up community transport options?
11. What impact will increasing numbers of cyclists have on their vulnerability on the road?
12. How will we manage the impact on infrastructure due to increasing severe weather events with decreasing financial resources?
13. Will some roads be given up and not maintained? How could the roads be maintained?

# Natural Resources and Environment

## Trends

### Food and Agriculture

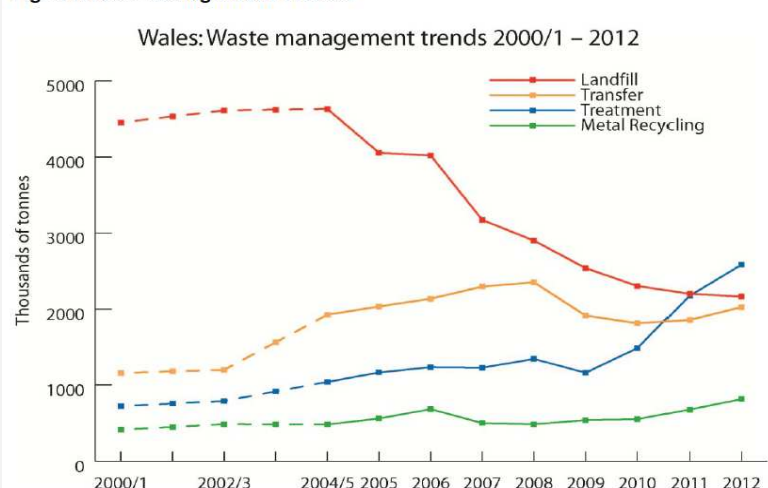
- There is an increasing conflict of interest for our environment – agriculture, industry, communities, housing, energy, construction, tourism.<sup>83</sup>
- Britain is likely to become less self-sufficient in food production in the future, current production currently stands at 60% of the food it consumes but has been falling year on year.<sup>84</sup>
- It is estimated that by 2050 developing countries' net imports of cereals will more than double from 135 million metric tonnes in 2008/09 to 300 million in 2050<sup>85</sup>, increasing competition for food globally and driving the price of grains up.<sup>86</sup>



### Waste and Water

- Welsh Government have set a target of zero waste for Wales by 2050 (65% reduction on *total waste*), and have an intermediary target of 70% reduction in municipal waste by 2025.<sup>87</sup>

Fig 1.1 Waste Management Trends



- There is only 10 years of landfill capacity left in south west Wales.<sup>88</sup>
- Water demand is forecast to reduce from now to 2040 and Swansea's Water Resource Zone, Tywi Gower is predicted to be in surplus in 2040.<sup>89</sup>

## **Pollution**

- Health impacts from air pollution will increase worldwide, with the number of premature deaths due to urban ozone exposure set to increase by 300% in Europe by 2030.<sup>90</sup>
- Central UK Government has stated that almost every new car and van needs to be zero-emission at the tailpipe by 2040.<sup>91</sup>

## **Nature**

- The abundance of species is predicted to decline by 9-17% by 2050 with a loss of over a million species globally.<sup>92</sup>
- The value of pollination as a contribution to the UK crop market in 2007 was £430 million and the cost of hand pollination, were we to lose this valuable service, has been estimated at £1.8 billion per year in the UK. Pollinators are declining populations e.g. honeybees showed a 23% decline in Wales between 1985 and 2005.<sup>93</sup>

## **Key questions for future service delivery**

1. How will residents treat their environment in 2040? Will there be more/less disregard for the environment?
2. How will the Council manage the increasing competition for natural resources locally?
3. How will people in our communities adapt to food security issues?
4. What role can the Council play in support community resilience to increasing food costs?
5. What impact will rising food costs have on service provision?
6. What impact will increasing traffic have on air quality?
7. How could services manage their transport requirements to reduce the need to travel?
8. What role could eco-system services play in building resilience to risks for human health and economic development?
9. What role do services have in building the capacity of eco-system services to take on this function?

# Climate Change Adaptation

## Trends

### Changes in Temperature<sup>94</sup>:

Changes in daily mean temperatures in Wales by the 2050's:

Summer – between 1.2°C and 4.1°C

Winter - between 1.1°C and 3.1°C

#### Impacts:

- Hot weather related deaths and illnesses
- Over heating of buildings
- Environmental impacts – soil, biodiversity, ecosystems and landscapes
- Introduction of non-native pests and diseases

### Changes in precipitation<sup>95</sup>:

Changes in mean precipitation in Wales by the 2050's suggest that there will not be a significant increase in overall annual precipitation however there will be a change in the distribution across the seasons:

Winter precipitation - 2% to 30% increase

Summer precipitation - 36% decrease to 6% increase

#### Impacts:

- Low river flows and water availability
- Flooding and sea surge
- Agricultural production (crop and animal)
- Soil conditions
- Biodiversity and ecosystems and landscapes
- Economic services i.e. tourism

### Changes in weather events<sup>96</sup>:

There is an increased likelihood of extreme weather events for example:

- An increased risk of extreme wet seasons and severe flooding - increased 2 fold
- An increased risk of extreme hot summers – increased 2 fold.
- An increased risk of exceptionally warm months 60 times more likely than 50 years ago
- A reduced risk of extreme cold weather in winter – half as likely
- An increase in sea temperatures by the 2050s – UKCP09 states that there will be an increase in temperature in the Irish Sea between 0.6°C and 2.3°C in the winter and 0.3°C and 2.9°C in the summer under the Medium emissions scenario.
- Increasing sea level rise – by a rate of 1 millimetre, this is a long established pattern±.
- Increase in the frequency of violent storms and gales

### Impacts:

- Flooding and sea surges - Coastal erosion, flooding related deaths and illnesses.
- Increase in droughts - Low river flows and water availability, agricultural production (crop and animal), Soil conditions, Biodiversity and ecosystems and landscapes, Economic services i.e. tourism.
- Increase in exceptionally warm months - Agricultural production (crop and animal), Soil conditions, Biodiversity and ecosystems and landscapes, introduction of non-native pests and diseases
- Increasing sea temperatures – changes / damage to aquaculture production (flora and fauna) biodiversity and ecosystems, economic services i.e. tourism.
- Increasing sea levels – Sea surges, coastal erosion, coastal flooding related deaths and incidents.
- Increase in the frequency of violent storms and gales - Coastal erosion, damage to ecosystems and landscapes, death or incidents from falling trees and debris.

### **Key questions for future service delivery**

1. What impacts will an increase in deaths from hot weather or extreme incidents like storms and gales have on services?
2. If the over heating of buildings becomes a major problem how might we develop or adapt our approach now?
3. How might disruption from significant flooding events impact on services such as 'just in time' food delivery processes? How might the Council build resilience to extreme weather events onto sub contracted services like Meals on Wheels to ensure continued service delivery?
4. How might hotter summer's impact on our local tourism and agriculture industries?
5. How might increased incidents of drought periods impact on how services might use water in the future?
6. Will climate change restrict the use of water in businesses/industry and how might this impact the development of tourism and the knowledge economy?
7. How might the Council redistribute staff resources to provide continual services to the community (especially the vulnerable) during a prolonged severe incident for example keeping schools open?
8. How can green infrastructure be used to make communities more resilient to climate change and/or extreme weather events?

# Economy & Employment

## Trends

### Overall trends

- With social care and waste spending absorbing a rising proportion of the resources available to councils across the UK, funding for other council spending drops by 66% in cash by the end of the decade, from £24.5 billion in 2010/11 to £8.4 billion in 2019/20. This is the equivalent of an 80 per cent real terms cut.<sup>97</sup>
- Across the UK it is expected that almost that there will be 2.61 people working for every one pensionable resident by 2035, down from 3.14 at the moment.<sup>98</sup>
- Between 2024 and 2046, state pension age will increase in stages from 65 to 68 years for both sexes.<sup>99</sup>
- Across the UK, state pension costs are predicted to increase from 5.5 per cent of GDP in 2018-19 to 7.9 per cent of GDP in 2063-64 as the population ages.<sup>100</sup>
- National projections suggest that real incomes will double between 2010 and 2050 with highly educated/skilled areas set to prosper but likely to be a driver for increasing inequality.<sup>101</sup>
- In 2011, figures show increases in economic activity over the last ten years, up from 58.6% to 63.0% in total, with increases in the proportion of people aged 16-74 working part-time, self-employed and students. In Swansea, total employment is projected to reach a low of 115,200 in 2014, before consistently increasing through to a period high of 125,800 in 2030. The projected increase in total employment from 2013 to 2030 is 10,500.<sup>102</sup>
- Total Gross Value Added (GVA) in the City & County of Swansea is projected to increase consistently from 2013-2030; the total increase over the 17 year period is expected to be £1261.1million.<sup>103</sup>

### Economy

- The sectors in the City & County of Swansea projected to experience the largest increase in GVA between 2013 and 2030 are:
  - Real Estate (+£221.4 million)
  - Health (+£150.2 million)
  - Financial and Insurance (£138.7 million)
  - Construction (+£106.4 million)
  - Business Support Services (+£91 million)
  - Retail Trade (+£67.2 million)
  - IT Services (+£54.2 million)
  - Education (+£49.6 million)<sup>104</sup>

### Employment

- The principal sectors in terms of projected employment figures in 2030 are:
  - Health (15,400 people)
  - Retail Trade (11,800)

- Education (11,800)
- Business Support Services (11,600)
- Public Administration and Defence (9,600)
- Construction (8,400) Food & Beverage Services (8,400)
- Financial and Insurance (7,300)
- Residential and Social (7,300)<sup>105</sup>

### **Growth Sectors**

- The sectors in the City & County of Swansea projected to see the largest increase in employment between 2013 and 2030 are:
  - Health (+3,300 people)
  - Financial & Insurance (+2,200)
  - Business Support Services (+2,100)
  - Food & Beverage Services (+1,700)
  - Construction (+1,300)<sup>106</sup>

### **Decreasing sectors**

- The sectors in the City & County of Swansea projected to experience the largest decrease in employment between 2013 and 2030 are:
  - Public Administration and Defence (-1,700 people)
  - Metal and Metal Products (-400)
  - Education (-300)
  - Food, Drink and Tobacco (-200)<sup>107</sup>

## **Key questions for service delivery**

1. How will CCS effectively manage the fiscal risks associated with the public sector trends beyond 2020?
2. What is the timeline for CCS in re-shaping services given the projected shifts in demand of social services and waste?
3. Will we continue to see an erosion of council authority, capacity and service delivery? Will markets prove capable of filling the gaps?
4. What leadership role might CCS play in ensuring that best value is delivered within Swansea from emerging and growing business sectors?
5. What role might CCS play in ensuring that residents are educated/skilled appropriately to take advantage of future job opportunities?
6. How can CCS prevent the trend for increasing levels of economic inequality driven by the need for highly skilled and/or highly educated professionals?
7. What infrastructure will we need to invest in to help exploit opportunities that may arise by 2040?
8. How might the pattern of employment differ (working from home, flexible working, number of hours) and what impact will this have on public service delivery?
9. How can CCS play a leadership role in promoting municipal entrepreneurialism and income generation?
10. Will more fiscal powers (such as tax raising) by Welsh Government ensure sustainable economic growth?



# Community Safety

## Trends

### Crime

- Analysts suggest that greater incidents of internet crime, identity theft and knowledge and information crime will become more prevalent given the reliance on the internet.<sup>108</sup>
- Recorded crime has steadily been falling although perceptions of anti-social behaviour (noisy neighbours, litter, vandalism, graffiti, drug dealing etc.) have been on the rise.<sup>109</sup>
- Prison population in England and Wales is forecasted to increase by 2019.<sup>110</sup>
- Trends, means and patterns of radicalisation are evolving and have broadened across a range of ideologies.<sup>111</sup>

### Safety

- Road Casualties are reducing.<sup>112</sup>
- Fire incidents and deaths are continuing to decrease.<sup>113</sup>
- Alcohol and drug use levels are not improving.<sup>114</sup>

## Key questions for future service delivery

1. What new challenges for community safety might we be facing by 2040? Are there opportunities between now and mid-century to prevent them?
2. How might we prepare for the effects of energy food and water security? Will these issues cause problems? Theft of fuel and food?
3. How will we be dealing with criminals and youth offending? Will it be different from now?
4. What will the community look like in 2040? Will there be increased cohesion or isolation?
5. Will current programmes succeed and continue to reduce crime rates?
6. How will the community be policed in 2040, will there be a rise/fall in the number of policeman and or community police?
7. Will we still be dealing with current levels of domestic abuse?
8. Will e-crime have an effect on our community?
9. Will there be food shortages?

# Technology

## Trends

### Innovations

- **Materials:** New materials and nanotechnologies will help support a range of technologies such as IT processing and 3D printing.<sup>115</sup>
- **Tools:** will increase our understanding of human behaviour and society providing a greater source of evidence and analysis for underpinning policy and other decision making.<sup>116</sup>
- **Sensors:** Light, motion and magnetism are becoming increasingly small and increasingly connected, with cheap sensors able to
  - monitor the quality of drinking water
  - detect structural damage in buildings and vehicles
  - and sense and measure pollution in the environment.<sup>117</sup>

### Internet & Communication Technology

- Internet connections will move beyond traditional devices. The 'Internet of Things' will account for an increasingly huge number of connections: 1.9 billion devices in 2013, and 9 billion by 2018. That year, it will be roughly equal to the number of connected smartphones, smart TVs, tablets, wearable computers, and PCs combined.<sup>118</sup>
- The demand by customers and businesses for a convergence of capabilities (e.g. voice, data, video, etc.) delivered over the Internet is increasing, as business practices and lifestyles change and consumer technology evolves.
- By 2020, it is predicted that
  - all citizens will have access to 30Mbit/s (superfast broadband)
  - 50% of all citizens, businesses and public sector organisations will have access to at least 100Mbit/s.<sup>119</sup>
  - 67% of the UK population are engaged with social networks with this set to rise by more than three quarters by 2020.<sup>120</sup>

### Smart Infrastructure

- The electricity distribution network will need new instrumentation to support micro-generation
- There will be an increased need for electric vehicle recharging.<sup>121</sup>
- All households should expect to have a smart meter installed by 2019.<sup>122</sup>

### Health

- e-Health technological advances are expected to assist in health monitoring, diagnosis and treatment. These are expected to help professionals and local authorities to deliver better care for less money. Advances are predicted in:
  - health information networks,
  - electronic health records
  - tele-medicine services

- personal wearable and portable mobile devices
- health portals.<sup>123</sup>

## Energy Security

- Intermittent energy supply is seen as a major future challenge, but also a possible source (or accelerator) of innovation.
- Advances in renewable technologies and storage are expected to increase the localisation of energy in the future.<sup>124</sup>
- New energy storage systems will play a role in providing back-up, particularly those that can decouple power output and storage capacity.<sup>125</sup>

## Key questions for future service delivery

1. What technology will be available in 2040 and what opportunities does this present for each service - for example, will social services be using the latest e-Health technology and how might this impact on the service?
2. In which service areas might technology start to replace some of the functions currently being carried out by employees?
3. What impact will technological advances have on our schools and the way children learn?
4. How will innovations like sensors, remote monitoring, smart-meters, electric vehicles, video conferencing, cloud computing, nanotechnology and 3D printing transform the way each service operates?
5. How will flexible working arrangements such as remote working and working from home make a difference to service delivery across the council?
6. Given the increased use of smart phones and social media, how will each service be interacting with residents and what impact will this have on citizen expectations and security?
7. How might mathematics, modelling, simulation help provide evidence and present solutions for underpinning policy and decisions?
8. How can CCS ensure that there is equal and ubiquitous access to the latest technology across Swansea including more deprived and rural areas?
9. What technological advances should CCS be investing in to help facilitate greater collaboration on projects at a local, national and global level?
10. What role might CCS play in ensuring that there is a stable, clean energy supply that utilises the latest technologies in energy generation and storage?

## Culture, Heritage and Language

### Trends

#### The Welsh Language

- The 2011 Census states that there were 26,332 people aged over 3 able to speak Welsh in Swansea, 11.4% of the County's population. This compares with a Wales average of 19%.<sup>126</sup>
- 35% of Welsh speakers were aged between 5 and 18 suggesting that in the future the percentage of adult Welsh speakers may rise.<sup>127</sup>
- There has been a 9% (2,500) decline in the number of Welsh Speakers over the last decade in Swansea.<sup>128</sup>
- Language Sensitive Areas where the proportion of Welsh speakers is higher than the national average (19%) have also seen a reduction in the percentage of Welsh Speakers. In Mawr, the area of Swansea with the highest concentration, the percentage fell from 47.6% in 2001 to 38.3% in 2011.<sup>129</sup>

Welsh Language Projections in (Wales):<sup>130</sup>

Total aged 3 and over	2001	2011	2021	2031
% able to speak Welsh	20.8	20.0	20.0	20.3
Number able to speak Welsh	582,000	583,000	617,000	654,000

#### Society

- Volunteering is increased generally despite a small decrease in 2013, and there is a trend away from single sources of payment such as government.<sup>131</sup>
- In March 2014 a survey of Welsh households estimated that 37 percent of adults in Wales volunteer.<sup>132</sup>
- Third sector organisations report a rise in demand for counselling, housing, financial and welfare advice.<sup>133</sup>
- Where household size decreases there is likely to be a thinning effect on the population resulting in a less dense community.<sup>134</sup>

#### Heritage

- In 2013, 8.5% of Listed Buildings in the County are on the 'Buildings At Risk Register' as they are considered to be at risk or vulnerable.<sup>135</sup>
- There are over 4000 sites of historical and archaeological importance in the City and County of Swansea of these, 122 are protected Scheduled Ancient Monuments, twenty of which are in the ownership of the Council.<sup>136</sup>

### Key questions for future service delivery

1. How can services engender a culture of participation where residents believe they can make a difference?
2. How can a whole Council approach be adopted to communicate key messages promoting well-being through prevention and early intervention?
3. How can services reflect Swansea's culture and heritage in their physical presences and help differentiate Swansea as a distinctive place?
4. How will services cost effectively integrate the Welsh language into service delivery?
5. What will Swansea's identity be in 2040? As the make up of communities change, how will this impact social cohesion?
6. How can services encourage developing identities to remain positive and inclusive?
7. How can services recognise and support the City's cultural strengths and areas of expertise e.g. Swansea has a national reputation for stained glass, but little is used in public art, public buildings etc?
8. How might services acknowledge and build on grassroots cultural movements that foster distinctiveness?
9. Can elements of non statutory services fundamental to wellbeing be integrated into the delivery of core services?
10. How can we mitigate the impact of withdrawing from service delivery in important but non statutory areas?
11. How can services use the capabilities and capacities of citizens and partners to develop innovative and sustainable structures?
12. How might services better integrate and promote the Welsh language?
13. How can services best protect assets and safeguard resources for the long term?

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<sup>8</sup>CCS Adult Services Business Plan 2014

<sup>9</sup>Key facts about Swansea <http://www.swansea.gov.uk/keyfacts>

<sup>10</sup>Trends in mortality and life expectancy in Swansea

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<sup>17</sup>Daffodil Cymru 2011 data analysis <http://www.daffodilcymru.org.uk>

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# Agenda Item 8

## Report of the Chair

Scrutiny Programme Committee – 27 October 2014

### FUTURE CABINET MEMBER QUESTION SESSIONS

<b>Purpose</b>	To provide the committee with a draft schedule of future Cabinet Member Question Sessions following recent Cabinet changes.
<b>Content</b>	A list of Cabinet Members and proposed date of attendance at the committee is provided.
<b>Councillors are being asked to</b>	Agree the proposed schedule of future Cabinet Member Question Sessions.
<b>Lead Councillor(s)</b>	Councillor Mike Day, Chair of the Scrutiny Programme Committee
<b>Lead Officer(s)</b>	Dean Taylor, Director – Corporate Services
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

#### 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.
- 1.2 Cabinet Member Question Sessions have become a feature of committee meetings over the past 2 years. At least one cabinet member being scheduled for each meeting, in order to ensure all cabinet members appear before the committee over the course of a year.
- 1.3 There has been a recent change to Cabinet Members and portfolios which required the committee to review its plan for future question sessions and agree arrangements for the remaining committee meetings, in order to ask questions on their work.

## 2. Proposed Schedule of Future Cabinet Member Question Sessions

2.1 The following timetable for Cabinet Member Question Sessions is proposed:

Committee	Cabinet Member(s)
24/11/14	<ul style="list-style-type: none"><li>• Cllr. Rob Stewart (Leader) - Finance &amp; Strategy</li></ul>
22/12/14	<ul style="list-style-type: none"><li>• Cllr. Christine Richards (Deputy Leader) - Services for Children &amp; Young People</li><li>• Cllr. Jennifer Raynor – Education</li></ul>
19/1/15	<ul style="list-style-type: none"><li>• Cllr. Jane Harris - Services for Adults &amp; Vulnerable People</li><li>• Cllr. Mark Child - Wellbeing &amp; Healthy City</li></ul>
16/2/15	<ul style="list-style-type: none"><li>• Cllr. Mark Thomas - Environment &amp; Transportation</li><li>• Cllr. Robert Francis-Davies - Enterprise, Development &amp; Regeneration</li></ul>
16/3/15	<ul style="list-style-type: none"><li>• Cllr. David Hopkins - Communities &amp; Housing</li><li>• Cllr. Will Evans - Anti Poverty</li></ul>
13/4/15	<ul style="list-style-type: none"><li>• Cllr. Clive Lloyd - Transformation &amp; Performance</li></ul>

2.2 This will ensure that all 10 Cabinet Members appear before the committee during the remainder of the municipal year.

## 3. Approach to Questioning Sessions

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 Following each 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 questioning sessions 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. Legal Implications**

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

#### **5. Financial Implications**

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

Background Papers: None

15 October 2014

Legal Officer: Nigel Havard

Finance Officer: Ben Smith

## Report of the Chair

### Scrutiny Programme Committee – 27 October 2014

#### SCRUTINY WORK PROGRAMME 2014-15

<b>Purpose</b>	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.
<b>Content</b>	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.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"> <li>• accept or make changes to the committee's work plan timetable, and plan for the meetings ahead (<i>Appendix 1</i>)</li> <li>• review progress of established Panels and Working Groups (<i>Appendix 2 &amp; 3</i>)</li> <li>• consider the information about future cabinet business and any opportunities for pre-decision scrutiny (<i>Appendix 5</i>)</li> </ul>
<b>Lead Councillor</b>	Councillor Mike Day, Chair of the Scrutiny Programme Committee
<b>Lead Officer</b>	Dean Taylor, Director – Corporate Services
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

## 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. Inquiry panels will produce a final report at the end of the inquiry with conclusions and recommendations, informed by the evidence gathered.

Every piece of scrutiny work suggested for inquiry will start off as a ‘working group’ – with an in-depth inquiry only following if the group agreed it was necessary and could suggest appropriate terms of reference to the committee (including key question that is to be explored, evidence



gathering that might be necessary, and timescales). The 'working group' approach will involve a detailed presentation of the subject matter at the outset (with advice from relevant cabinet members / officers and provision of existing research & information) which will enable opinion and proposals to be submitted to cabinet member(s) if these can be clearly expressed at that point, with no further work needed, or help inform decisions about the focus of any inquiry that is necessary.

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 This arrangement should help to achieve more focused and potentially quicker pieces of scrutiny, and provide flexibility to deal with things in different ways depending on the issue, and improve impact.

2.3 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**.
- 4.4 Members should note that the work previously referred to in relation to a joint scrutiny project on Community Resilience, which was subject to a Scrutiny Development Fund bid, will not be proceeding.

#### **5. Monitoring the Work Programme**

- 5.1 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.

#### **6. Pre-Decision Scrutiny**

- 6.1 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 5** is an extract from this document showing upcoming cabinet decision reports.
- 6.2 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.

- 6.3 If further information is sought about future cabinet business 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.
- 6.4 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.
- 6.5 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
- 6.5 Pre-decision scrutiny would enable the Committee to develop understanding and ask questions about a proposed cabinet report to provide 'critical friend' challenge and influence decision-making, for example:
- the rationale for the report
  - robustness of the proposed decision and decision-making process
  - potential impact and implications (including policy/budget issues) and risks
  - how different options have been considered
  - the extent of consultation undertaken
- 6.6 At the last meeting a request was made for pre-decision scrutiny of the scheduled Cabinet report titled 'Proposed Lease of Underhill Park to Mumbles Community Association'. The report was listed for 21 October Cabinet meeting but following correspondence with the relevant Cabinet Member (Councillor Mark Child) and Director (Phil Roberts) the committee is informed that the report is currently bound for 18 November Cabinet meeting. Confirmation is awaited on when this report will be available for scrutiny, but it is likely that a special committee meeting will need to take place during w/c 10 November, taking into account the availability of the Cabinet Member and relevant officers.

## **7. Financial Implications**

- 7.1 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.

## **8. Legal Implications**

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

**Background papers: None**

Date: 16 October 2014

Legal Officer: Nigel Havard

Finance Officer: Ben Smith

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: Forward Look (Cabinet Business)

## Scrutiny Programme Committee – Work Plan

### Standing Agenda Items:

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

### Items for Specific Meetings:

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

<b>1 Sep</b>	<ul style="list-style-type: none"> <li>Progress Report – Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Mary Jones, Convener attending to update on headlines from the Panel’s work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>WAO Scrutiny Report: Good Scrutiny? Good Question!</li> </ul>	<ul style="list-style-type: none"> <li>To hear from Wales Audit Office about the findings and recommendations of the audit report and implications</li> </ul>
<b>29 Sep</b>	<ul style="list-style-type: none"> <li>Future Cabinet Member Question Sessions</li> </ul>	<ul style="list-style-type: none"> <li>Report setting out arrangements for a new programme for questioning of cabinet members following recent changes in the executive</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Convener attending to update on headlines from the Panel’s work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>Final Inquiry Reports: § Public Engagement</li> </ul>	<ul style="list-style-type: none"> <li>To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision</li> </ul>
	<ul style="list-style-type: none"> <li>Improving Communication and Public Engagement with Scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>The report will include a communications plan / checklist along with actions arising from proposed adoption of the national principles for public engagement (referenced in WAO Report – Good Scrutiny? Good Question!)</li> </ul>
	<ul style="list-style-type: none"> <li>Annual Local Government Performance Bulletin 2013-14</li> </ul>	<ul style="list-style-type: none"> <li>To ensure awareness of content of the Local Government Data Unit ~ Wales report and use to support the scrutiny of service performance</li> </ul>
	<ul style="list-style-type: none"> <li>Future Trends for Swansea</li> </ul>	<ul style="list-style-type: none"> <li>Report with insight into current understanding of future trends likely to impact the planning and delivery of council services, to help embed long term thinking and preventative decision making into the scrutiny process</li> </ul>
<b>27 Oct</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>tbc</li> </ul>
	<ul style="list-style-type: none"> <li>Final Inquiry Reports: § Streetscene</li> </ul>	<ul style="list-style-type: none"> <li>To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Child &amp; Family Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Paxton Hood-Williams, Convener attending to update on headlines from the Panel’s work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>Future Trends for Swansea</li> </ul>	<ul style="list-style-type: none"> <li>Officers from Sustainable Development Unit attending to assist the committee in understanding / using the information and issues raised within the briefing paper on future trends and likely impact.</li> </ul>

<b>24 Nov</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Leader / Cabinet Member for Finance &amp; Strategy on relevant portfolio responsibilities and activities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Mary Jones, Convener attending to update on headlines from the Panel’s work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Final Inquiry Reports: § Social Care at Home</li> </ul>	<ul style="list-style-type: none"> <li>• To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision</li> </ul>
<b>22 Dec</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session on relevant portfolio responsibilities and activities with: <ul style="list-style-type: none"> <li>- Deputy Leader / Cabinet Member for Services for Children &amp; Young People</li> <li>- Cabinet Member for Education</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Convener attending to update on headlines from the Panel’s work and achievements.</li> </ul>
<b>19 Jan</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session on relevant portfolio responsibilities and activities with: <ul style="list-style-type: none"> <li>- Cabinet Member for Services for Adults &amp; Vulnerable People</li> <li>- Cabinet Member for Wellbeing &amp; Health City</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Child &amp; Family Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Paxton Hood-Williams, Convener attending to update on headlines from the Panel’s work and achievements.</li> </ul>
<b>16 Feb</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session on relevant portfolio responsibilities and activities with: <ul style="list-style-type: none"> <li>- Cabinet Member for Environment &amp; Transportation</li> <li>- Cabinet Member for Enterprise, Development &amp; Regeneration</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Mary Jones, Convener attending to update on headlines from the Panel’s work and achievements.</li> </ul>
<b>16 Mar</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session on relevant portfolio responsibilities and activities with: <ul style="list-style-type: none"> <li>- Cabinet Member for Communities &amp; Housing</li> <li>- Cabinet Member for Anti Poverty</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Convener attending to update headlines from the Panel’s work and achievements.</li> </ul>

<b>13 Apr</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Transformation &amp; Performance on relevant portfolio responsibilities and activities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Local Service Board Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Mike Day, Convener, to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Annual Work Plan Review</li> </ul>	<ul style="list-style-type: none"> <li>• To reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny</li> </ul>

**To be scheduled:**

<ul style="list-style-type: none"> <li>• Impact Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Report back on follow ups to previous scrutiny inquiries: <ul style="list-style-type: none"> <li>- Services for Looked After Children</li> <li>- Public Transport</li> <li>- Affordable Housing</li> <li>- Tourism</li> <li>- Economic Inactivity</li> <li>- Attainment &amp; Wellbeing</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Crime &amp; Disorder Scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Progress on Safer Swansea Partnership Performance with Co-Chairs - questioning on plans, performance, challenges</li> <li>• Examining the Draft Safer Swansea Partnership 3 Year Strategy</li> <li>• Engagement with the Police and Crime Commissioner</li> </ul>

**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
<b>Scrutiny Programme Committee</b>	27*	9	7 8*	4	1 10*	29 27
<b>Inquiry Panels</b>			* special meetings			
<b>Current:</b>						
Inward Investment (started Sep 2013)	13 20	3	2		26	
Public Engagement (started Sep 2013)		2				21
Streetscene (started Oct 2013)		5 11	14			
Social Care at Home (started Jan 2014)	15	17	8 15	5 7	2	7 28
Education Inclusion (started Feb 2014)	work was suspended pending outcome of departmental review					23
<b>Follow Up:</b>						
Services for LAC (Cabinet 17/9/13)			15			
Public Transport (Cabinet 12/11/13)						20
Affordable Housing (Cabinet 3/12/13)						
Tourism (Cabinet 14/1/14)						
Economic Inactivity (Cabinet 3/6/14)				30		
Attainment & Wellbeing (Cabinet 1/7/14)						
Inward Investment (awaiting cabinet decision)						
	<b>Key for Inquiries:</b>					
	Scoping	Evidence Gathering	Final Report	Cabinet	Follow Up	
<b>Performance Panels</b>						
Wellbeing (ended Aug 2014)	12	2 16 30	14	11		
Child & Family Services					29	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	
<b>Working Groups</b>						
Planning Service		10				
Car Parking					22	
Corporate Building & Property Services						29
Transforming Adult Social Services (pre-inquiry)						13
Corporate Culture (pre-inquiry)						

## Scrutiny Work Programme 2014-15

## Appendix 2

ACTIVITY	November	December	January	February	March	April
<b>Scrutiny Programme Committee</b>	24	22	19	16	16	13
<b>Inquiry Panels</b>						
<b>Current:</b>						
Public Engagement (started Sep 2013)						
Streetscene (started Oct 2013)						
Social Care at Home (started Jan 2014)						
Education Inclusion (started Feb 2014)						
<b>Follow Up:</b>						
Services for LAC (Cabinet 17/9/13)						
Public Transport (Cabinet 12/11/13)						
Affordable Housing (Cabinet 3/12/13)						
Tourism (Cabinet 14/1/14)	17					
Economic Inactivity (Cabinet 3/6/14)						
Attainment & Wellbeing (Cabinet 1/7/14)						
Inward Investment (awaiting cabinet decision)						
	<b>Key for Inquiries:</b>					
	Scoping	Evidence Gathering	Final Report	Cabinet	Follow Up	
<b>Performance Panels</b>						
Child & Family Services						
Service Improvement & Finance						
Schools Performance	13	11	22	19	19	16
Local Service Board (multi-agency panel)	17					
<b>Working Groups</b>						
Planning Service						
Car Parking	6					
Local Flood Risk Management	13					
Corporate Culture	12					
Corporate Building Services						

**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

Report was presented to Cabinet on 26 August 2014. A response to the recommendations made is expected by the end of November 2014.

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 panel's final report is being presented to Cabinet on 21 October. A response to the recommendations should then follow within 3 months.

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's final report is being presented to the Scrutiny Programme Committee on 27 October. Subject to agreement it will be formally presented to Cabinet on 18 November.

d) **Social Care at Home** (convenor: Cllr Uta Clay)

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 has completed its evidence gathering and has considered its findings. They will now meet on 28 October to consider the draft final report.

e) **Education Inclusion** (convenor: Cllr Cheryl Philpott)

Key Question: How can the Council improve education for those children who are other than at school?

Progress Bar:

Scoping				Evidence Gathering				Draft Final Report			

The Education Inclusion Inquiry Panel will reconvene on 23 October to consider the findings and outcomes of the departmental review, which will then inform whether / what further scrutiny activity is required. The Panel will report back to the committee on the headlines and any need for scrutiny.

## 2. **Pre-Inquiry Working Groups:**

a) **Transforming Adult Social Services** (convenor: Uta Clay)

This pre-inquiry working group met on 13<sup>th</sup> October to consider an overview of the subject from the cabinet member and officers and to discuss how to take forward scrutiny involvement in the Transformation of Adult Social Services programme.

Councillor Uta Clay was appointed convenor. The Panel agreed that it would meet on a regular basis to provide scrutiny input and challenge to the ongoing transformation programme.

The Panel agreed to:

- receive an initial report which covered the rationale and the drivers for the transformation programme
- decide on a number of priorities to scrutinise
- peg its work to Cabinet decisions and the timetable for the transformation programme to ensure scrutiny has impact.

The Panel asked that the Cabinet Member provide the panel with the independent review report on older people's services as soon as possible and then panel will meet to discuss it.

b) **Corporate Culture** (convener: tbc)

This pre-inquiry working group is planning to meet on 12 November with an overview of the subject from relevant cabinet member and officers.

### 3. 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	(1) 15 Jul 2014 (2) tba
Public Transport	12 Nov 2013	13	1	0	20 Oct 2014
Affordable Housing	3 Dec 2013	7	2	4	3 Dec 2014
Tourism	14 Jan 2014	14	0	0	17 Nov 2014
Economic Inactivity	3 Jun 2014	7	0	0	tba
Attainment & Wellbeing	1 Jul 2014	11	0	0	tba

### 4. Performance Panels:

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

The Panel met on 15 October and received a report on the Flying Start Programme. The Panel identified this as an area they wish to drill down into in order to understand its performance and service delivery better, as it is a key element of one of the Council's Improvement Objectives "To provide support for children in the early years so that they are ready for learning and make developmental progress". They previously noted in the Corporate Improvement Plan that risks have been identified to on-going performance of the Programme due to the expansion of the Programme. In order to aid their understanding several of the Panel Members carried out a site visit to Seaview Flying Start Project (in Townhill) last week.

The Panel also received a number of performance reports including; the Council's Annual Review of Performance; 1<sup>st</sup> Quarter Performance Monitoring Report; and the Local Government Data Unit's Local Authority Performance Bulletin. The Panel have a development session arranged with the LGDU for 25 November to look at how scrutiny councillors can effectively use performance data. An invitation to this session will be extended to all scrutiny councillors.

The Panel's next meeting will take place on 17 November, where they will consider the Council's Mid-Year Budget Statement. They will also receive a detailed report on Recycling and Landfill Annual Performance Monitoring. The Cabinet Member for Environment & Transportation will be invited to attend to discuss the report.

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

The Panel met with the Headteacher, Chair of Governors and Challenge Advisor for Morrision Comprehensive School on the 16 October to look at their school improvement planning. The Panel will also meet on the 13 November to look at the affect of behaviour including the affect drug and alcohol issues have on school performance.

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

The Panel met on 22 September and held discussions with members of the LSB Executive Group, including Swansea Council for Voluntary Services and the Welsh Government. The discussion focussed on understanding the role of each organisation in delivering the LSB priorities and learning about key successes and challenges of LSB.

The Panel's next meeting will take place on 17 November where they plan to meet with the Health and Police representatives on the LSB Executive group to discuss their respective roles in delivering LSB properties. The Panel will also begin to consider a more detailed work plan.

**d) Child & Family Services (convener: Paxton Hood-Williams)**

See separate report in item 6 of the agenda.

**5. Working Groups:**

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

**a) Planning Services (convener: tbc)**

A response is awaited from the Cabinet Member to the Convener's letter sent on 2 July following the Working Group meeting on 10 June. Further to the Group's views that further monitoring is required, the Strategic Programme Committee will need to give thought to the most appropriate arrangement for any further scrutiny of performance in relation to planning enforcement, once the Cabinet Member's response has been received.

b) **Car Parks** (convener: Cllr Tony Colburn)

The Working Group met on 22 September to discuss car parks provision across Swansea, service performance, and plans for improvement. They will meet with the Cabinet Member for Environment and look at further information requested at a meeting on the 6 November.

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

- **Local Flood Risk Management** (convener: Cllr Susan Jones) – A meeting has been arranged for 13 November. 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.
- **Corporate Building and Property Services** (convener: tbc) – A meeting has been arranged for 29 October. the Head of Corporate Building and Property Services has been asked 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
<b>Scrutiny Programme Committee</b>	Mike Day <a href="mailto:mike.day@swansea.gov.uk">mike.day@swansea.gov.uk</a>	Brij Madahar (01792 637257) <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<u>Inquiry Panels:</u>		
<b>Inward Investment</b> What can the Council do to influence inward investment into Swansea and the South West Wales region?	Jeff Jones <a href="mailto:jeff.w.jones@swansea.gov.uk">jeff.w.jones@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Public Engagement</b> How can the Council improve its engagement practices with the public, staff and external stakeholders?	Joe Hale <a href="mailto:joe.hale@swansea.gov.uk">joe.hale@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Streetscene</b> How well does the Council maintain and keep clean the roads, footways and verges in Swansea, and what changes should it make?	John Bayliss <a href="mailto:john.bayliss@swansea.gov.uk">john.bayliss@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Social Care at Home</b> How can Swansea Council and its partners support people to enable them to remain in their own homes?	Uta Clay <a href="mailto:uta.clay@swansea.gov.uk">uta.clay@swansea.gov.uk</a>	Dave Mckenna (01792 636090) <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>
<b>Education Inclusion</b> How can the Council improve education for those children who are other than at school?	Cheryl Philpott <a href="mailto:cheryl.philpott@swansea.gov.uk">cheryl.philpott@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>

<u>Inquiry Panels (follow up)</u>		
<b>Tourism</b>	John Newbury <a href="mailto:john.newbury@swansea.gov.uk">john.newbury@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Services for Looked After Children</b>	Ceinwen Thomas <a href="mailto:ceinwen.thomas@swansea.gov.uk">ceinwen.thomas@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Affordable Housing</b>	Terry Hennegan <a href="mailto:terry.hennegan@swansea.gov.uk">terry.hennegan@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Public Transport</b>	John Newbury <a href="mailto:john.newbury@swansea.gov.uk">john.newbury@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Attainment &amp; Wellbeing</b>	Fiona Gordon <a href="mailto:fiona.gordon@swansea.gov.uk">fiona.gordon@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Economic Inactivity</b>	Chris Holley <a href="mailto:chris.holley@swansea.gov.uk">chris.holley@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<u>Performance Panels:</u>		
<b>Child &amp; Family Services</b>	Paxton Hood-Williams <a href="mailto:paxton.hood-williams@swansea.gov.uk">paxton.hood-williams@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Service Improvement &amp; Finance</b>	Mary Jones <a href="mailto:mary.jones@swansea.gov.uk">mary.jones@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Schools</b>	Fiona Gordon <a href="mailto:fiona.gordon@swansea.gov.uk">fiona.gordon@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>

<b>Local Service Board (multi-agency)</b>	Mike Day <a href="mailto:mike.day@sswansea.gov.uk">mike.day@sswansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<u>Working Groups:</u>		
<b>Planning Services</b>	tbc formerly led by Cllr Mark Thomas who is now a cabinet member	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Local Flood Risk Management</b>	Susan Jones <a href="mailto:susan.m.jones@swansea.gov.uk">susan.m.jones@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Car Parking</b>	Tony Colburn <a href="mailto:tony.colburn@swansea.gov.uk">tony.colburn@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Corporate Building &amp; Property Services</b>	tbc	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Transforming Adult Social Services</b>	Uta Clay <a href="mailto:uta.clay@swansea.gov.uk">uta.clay@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Corporate Culture (pre-inquiry)</b>	tbc	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>

**FORWARD PLAN**  
**Internal Plan 2014 - 2015**

<b>Report Title</b>	<b>Report Summary</b>	<b>Report Author</b>	<b>Portfolio</b>	<b>Decision to be taken by</b>	<b>Date of Expected Decision</b>
<b>Employment Agency Services</b>	Employment Agency Services	Deb Yeates	Cabinet Member - Finance and Strategy (Leader)	Cabinet	18 Nov 2014
<b>Implementation of a Single Youth Offending Service across Western Bay</b>	Update Progress towards creation of Regional YOS	Deborah Driffield	Cabinet Member - Services for Adults and Vulnerable People	Cabinet	18 Nov 2014
<b>National Home Improvement Loan Scheme - Loan Agreement with Welsh Government</b>	<p>Welsh Government is about to launch a National Home Improvement Loan scheme to help homeowners repair and improve their properties.</p> <p>This report seeks approval to accept the loan funding from Welsh Government with associated terms and conditions.</p>	Mark Wade	Cabinet Member - Communities and Housing	Cabinet	18 Nov 2014
<b>External Funding Panel.</b>	To clarify issues relating to the External Funding Panel.		Cabinet Member - Finance and Strategy (Leader)	Cabinet	18 Nov 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>Supporting People Programme Grant (SPPG) Local Commissioning Plan</b>	<p>The appendix document the “Supporting People Commissioning Plan” will outline how the Local Authority uses the Welsh Government Supporting People Programme Grant to commission housing related support services to prevent homelessness and supports a range of groups of people to continue live independently in the community.</p> <p>The Cabinet report will summaries key strategic priorities for spending the grant and activity in relation to administrating the grant.</p>	Deborah Driffield	Cabinet Member - Services for Children and Young People (Deputy Leader)	Cabinet	18 Nov 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>Western Bay Programme - Regional Area Planning Service</b>	<p>From April 2013, the Welsh Government stipulated that Area Planning Boards would manage the Substance Misuse Action Fund (SMAF) as one regional allocation, with one of the Local Authorities acting as the grant recipient body. They also required assurances that the commissioning support previously focused at Local Authority level would instead form a regional commissioning structure.</p> <p>The final step to complete the process of establishing full regional arrangements for the Western Bay Area Planning Board is to establish a regional management structure.</p>	Deborah Driffield	Cabinet Member - Wellbeing and Healthy City	Cabinet	18 Nov 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>Proposed lease of Underhill Park to Mumbles Community Association.</b>	Mumbles Community Association wish to lease parts of Underhill Park to enable them to apply for grant funding to improve community sports facilities and opportunities.	Ian Beynon	Cabinet Member - Wellbeing and Healthy City	Cabinet	18 Nov 2014
<b>Lease Arrangements for the Swansea Indoor Bowls Centre.</b>	The temporary arrangements for the tenancy at the Bowls centre needs to be formalised under a full lease arrangement to ensure the tenant can operate the facility effectively and the Council achieve the financial targets set within the Medium Term Financial Plan			Cabinet	16 Dec 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>Procurement of a Waste Partner Contract Award</b>	<p>The negotiations with the incumbent gas contractor have progressed and a decision is required regarding the proposed short-term capital purchase of the generating station to increase long-term revenue income. Notwithstanding the decision relating to landfill gas revenue, the primary reason for the contract is the medium-term handling of the Authority's residual waste and development/closure of Tir John. It is therefore recommended that the final contract is completed with the Preferred Bidder thus allowing the ongoing development and closure of Tir John.</p>	<p>Chris Howell</p>	<p>Cabinet Member - Environment and Transportation</p>	<p>Cabinet</p>	<p>16 Dec 2014</p>



Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>Proposed relocation of residential facility at Llys Dewi Sant, St David's Place, Swansea.</b>	A decision will be sought to approve terms for the Council to acquire the site and buildings to facilitate the regeneration of St Davids. It is proposed that the existing residential occupiers will be relocated to new building to be built on part of the Vetchfield by the existing provider which will require Cabinet to approve the disposal of the preferred site.	Gordon Allison	Cabinet Member - Enterprise, Development and Regeneration	Cabinet	16 Dec 2014
<b>Update on the Redevelopment of Mariner Street Car Park.</b>	Report will provide an update of progress achieved to date with the redevelopment proposals for Mariner St car park site since Cabinet approval in 2008 to progress the scheme.	Phil Holmes	Cabinet Member - Enterprise, Development and Regeneration	Cabinet	16 Dec 2014
<b>Vetch Masterplan Review - Report of Public Consultation Exercise.</b>	The report will recommend the adoption of a revised Vetch Masterplan as planning guidance for the future development and regeneration of the site.	Gordon Allison	Cabinet Member - Enterprise, Development and Regeneration	Cabinet	16 Dec 2014

<b>Details of the Decision to be taken</b>	<b>Report Summary</b>	<b>Report Author</b>	<b>Portfolio</b>	<b>Decision to be taken by</b>	<b>Date of Expected Decision</b>
<b>Contracts for Home to School Transport Services (SH 15-20)</b>	31 Mainstream Home to School Transport contracts are being re-tendered to comply with Contract Procedure Rules. These have a value of just over £3.7m over their maximum five year term	Cath Swain	Cabinet Member - Education	Cabinet	16 Dec 2014

## Report of the Chair

### Scrutiny Programme Committee – 27 October 2014

#### MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS

<b>Purpose</b>	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 relevant matters that need to be considered.
<b>Content</b>	A revised membership list, with changes highlighted, for consideration.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"> <li>• Agree the conveners / membership changes of Panels and Working Groups, as noted in paragraph 2.2</li> <li>• Consider any other actions in respect of scrutiny panel and working group membership.</li> </ul>
<b>Lead Councillor(s)</b>	Councillor Mike Day, Chair of the Scrutiny Programme Committee
<b>Lead Officer &amp; Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

#### 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. Revision to Panel / Working Group Membership

2.1 Membership of Scrutiny Panels and Working Groups has been revised taking into account

- recent changes to the Cabinet
- nomination of conveners by certain Panels / Working Groups
- expressions of interest

2.2 The main points can be summarised as follows:

- Cllr. Paxton Hood-Williams has been nominated to act as convener by the Child & Family Services Performance Panel

- Cllr. Uta Clay has been nominated to act as convener by the Social Care at Home Inquiry Panel (*to take the place of Cllr. Jane Harris*) to conclude the inquiry
- Councillor Uta Clay has been nominated to act as convener by the Transforming Adult Social Services Panel
- Councillor Pearleen Sangha has been automatically removed following her resignation as councillor on 26 September
- Child & Family Services Performance Panel – add Cllrs. Susan Jones, Jan Curtice & Erika Kirchner
- Service Improvement & Improvement – add Cllrs. Keith Marsh & David Cole
- Social Care at Home Inquiry Panel – remove Cllr Cheryl Philpott

### **3. Scrutiny Panel and Working Group Membership**

- 3.1 Detailed membership of relevant Panels and Working Groups is attached as ***Appendix 1***.
- 3.2 The committee should consider whether there is any other action that is necessary in respect of scrutiny panel and working group membership.

### **4. Legal Implications**

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

### **5. Financial Implications**

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

Background Papers: None

Date: 18 September 2014

Legal Officer: Nigel Havard

Finance Officer: Ben Smith

## MEMBERSHIP LIST (as at 15 Oct 2014)

### 1. Current Inquiries:

#### SOCIAL CARE AT HOME SCRUTINY INQUIRY PANEL (13)

##### Councillors:

###### Labour Councillors: 8

<b>Uta Clay (CONVENER)</b>	David Lewis
Ann Cook	Hazel Morris
Jan Curtice	Gloria Tanner
Yvonne Jardine	Ceinwen Thomas

###### Liberal Democrat Councillor: 1

Chris Holley	
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###### Independent Councillor: 2

Lynda James	Susan Jones
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###### Conservative Councillor: 2

Paxton Hood-Williams	Linda Tyler-Lloyd
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#### EDUCATION INCLUSION SCRUTINY INQUIRY PANEL (9)

##### Councillors:

###### Labour Councillors: 4

Nick Davies	Hazel Morris
Fiona Gordon	Ceinwen Thomas

###### Liberal Democrat Councillors: 1

<b>Cheryl Philpott (CONVENER)</b>	
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###### Independent Councillor: 1

Wendy Fitzgerald	
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###### Conservative Councillor: 1

Linda Tyler-Lloyd	
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##### Other:

###### Statutory Coopted Members: 2

David Anderson-Thomas	Parent Governor
Sarah Joiner	Parent Governor

## 2. Pre-Inquiry Working Groups:

### TRANSFORMING ADULT SOCIAL SERVICES SCRUTINY PANEL (11)

#### Councillors:

##### Labour Councillors: 7

Ann Cook	Hazel Morris
<b>Uta Clay (CONVENER)</b>	Gloria Tanner
Yvonne Jardine	Ceinwen Thomas
Erika Kirchner	

##### Liberal Democrat Councillors: 2

Chris Holley	Jeff Jones
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##### Independent Councillor: 1

Susan Jones	
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##### Conservative Councillor: 1

Paxton Hood-Williams	
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### CORPORATE CULTURE SCRUTINY PANEL (11)

#### Councillors:

##### Labour Councillors: 9

David Cole	Terry Hennegan
Jan Curtice	Andrew Jones
Nick Davies	Erika Kirchner
Mandy Evans	Mike White
Joe Hale	

##### Liberal Democrat Councillors: 1

Paul Meara	

##### Independent Councillor: 0

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##### Conservative Councillor: 1

Anthony Colburn	
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**NOTE: Panel to identify Convener and report to SPC for agreement**

### 3. Performance Panels:

#### SERVICE IMPROVEMENT & FINANCE SCRUTINY PERFORMANCE PANEL (11)

##### Councillors:

###### Labour Councillors: 4

David Cole	Joe Hale
Phillip Downing	Des Thomas

###### Liberal Democrat Councillors: 3

Chris Holley	<b>Mary Jones (CONVENER)</b>
Jeff Jones	

###### Independent Councillor: 2

Lynda James	Keith Marsh
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###### Conservative Councillor: 2

Anthony Colburn	Paxton Hood-Williams
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#### SCHOOLS PERFORMANCE SCRUTINY PANEL (12)

##### Councillors:

###### Labour Councillors: 6

Mandy Evans	Penny Matthews
Beverley Hopkins	Hazel Morris
Fiona Gordon ( <b>CONVENER</b> )	Robert Smith

###### Liberal Democrat Councillor: 3

Mike Day	Cheryl Philpott
Paul Meara	

###### Independent Councillor: 0

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###### Conservative Councillor: 1

Anthony Colburn	
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##### Other:

###### Statutory Coopted Members: 2

David Anderson-Thomas	Parent Governor
Sarah Joiner	Parent Governor

## CHILD & FAMILY SERVICES SCRUTINY PERFORMANCE PANEL (8)

### Councillors:

#### Labour Councillors: 6

Uta Clay	Erika Kirchner
Jan Curtice	Hazel Morris
Yvonne Jardine	Ceinwen Thomas

#### Liberal Democrat Councillors: 0

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#### Independent Councillor: 1

Susan Jones	
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#### Conservative Councillor: 1

<b>Paxton Hood-Williams (CONVENER)</b>	
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## LOCAL SERVICE BOARD SCRUTINY PERFORMANCE PANEL (fixed Panel of 7 seats)

### Councillors:

#### Labour Councillors: 1

Fiona Gordon	Convener of Schools Performance Panel
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#### Liberal Democrat Councillors: 2

<b>Mike Day (CONVENER)</b>	Chair / Vice-Chair of Scrutiny Programme Committee
Mary Jones	Convener of Service Improvement & Finance Performance Panel

#### Conservative Councillor: 1

Paxton Hood-Williams	Convener of Child & Family Services Performance Panel
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### Other:

#### Partner Representatives: 3

Cherrie Galvin	SCVS
Professor Michael Williams	AMBU Health Board
Mark Brace	Police & Crime Panel



#### 4. Working Groups:

### FLOOD RISK MANAGEMENT SCRUTINY WORKING GROUP (9)

#### Councillors:

##### Labour Councillors: 3

Paul Lloyd	Des Thomas
Geraint Owens	

##### Liberal Democrat Councillors: 3

Paul Meara	Huw Rees
Cheryl Philpott	

##### Independent Councillor: 2

Wendy Fitzgerald	Susan Jones (CONVENER)
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##### Conservative Councillor: 1

Anthony Colburn	
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### PLANNING SERVICES SCRUTINY WORKING GROUP (9)

#### Councillors:

##### Labour Councillors: 5

David Cole	Hazel Morris
Ann Cook	Des Thomas
Phil Downing	

##### Liberal Democrat Councillor: 0

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##### Independent Councillor: 2

Lynda James	Keith Marsh
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##### Conservative Councillor: 2

Anthony Colburn	Miles Thomas
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**NOTE: Convener to be appointed**

## CAR PARKING SCRUTINY WORKING GROUP (7)

**Councillors:**

**Labour Councillors: 5**

David Cole	Fiona Gordon
Ann Cook	Lesley Walton
Mandy Evans	

**Liberal Democrat Councillor: 0**

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**Independent Councillor: 1**

Keith Marsh	
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**Conservative Councillor: 1**

Tony Colburn (CONVENER)	
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## CORPORATE BUILDING & PROPERTY SERVICES SCRUTINY WORKING GROUP (6)

**Councillors:**

**Labour Councillors: 5**

Ann Cook	Hazel Morris
Phil Downing	Mike White
Terry Hennegan	

**Liberal Democrat Councillors: 0**

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**Independent Councillor: 1**

Wendy Fitzgerald	
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**Conservative Councillor: 0**

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**NOTE: Group to identify Convener and report to SPC for agreement**

## Report of the Chair

Scrutiny Programme Committee – 27 October 2014

### SCRUTINY LETTERS

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

#### 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 Finance & Strategy (Service Improvement & Finance Performance Panel Meeting – 16 July)
- 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.
- 1.6 At the last committee meeting it was suggested that a request be made to amend the deadline for cabinet member responses to scrutiny letters to 20 days. On reflection an adjustment to 21 days will ensure that a deadline for a response will never fall on a weekend. This request has been raised with the Head of Democratic Services as this requires a change to the Scrutiny Procedure Rules within the Council Constitution.

## **2. Legal Implications**

- 2.1 There are no legal implications.

## **3. Financial Implications**

- 3.1 There are no financial implications.

Background Papers: None

16 October 2014

Legal Officer: Nigel Havard

Finance Officer: Ben Smith

## Appendix 1

### Scrutiny Letters Log (May 2014 – April 2015):

#### 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"> <li>• Telecare &amp; Community Alarm Service</li> </ul>	Wellbeing	13 May	N/A	9 Jun
14/15-2	Committee (14 Apr)	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	Anti-Poverty	11 Jun	3 Jul	4 Aug
14/15-3	Wellbeing Performance Panel (2 Jun)	<ul style="list-style-type: none"> <li>• Child &amp; Family Services Performance Monitoring</li> <li>• Factors that influence which schools looked after children are placed in</li> </ul>	Wellbeing	17 Jun	14 Jul	4 Aug
14/15-4	Committee (9 Jun)	<ul style="list-style-type: none"> <li>• Further letter following Cabinet Member for Place response re: Public Transport, Blue Badge Scheme and Waste Management.</li> </ul>	Place Finance & Resources Place	2 Jul	28 Jul 31 Jul 5 Aug	4 Aug 1 Sep 1 Sep

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-5	Planning Services Working Group (10 Jun)	<ul style="list-style-type: none"> <li>• Performance levels</li> <li>• Planning conditions</li> <li>• Communications issues</li> <li>• Planning and building control</li> <li>• Training issues</li> <li>• Pre-committee meetings</li> <li>• Statutory consultees</li> <li>• Future meetings</li> </ul>	Place	2 Jul		
14/15-6	Service Improvement & Finance Performance Panel (11 Jun)	<ul style="list-style-type: none"> <li>• Saving targets/staffing issues</li> <li>• Council tax</li> <li>• ICT contract</li> <li>• Budget scrutiny</li> <li>• HRA changes</li> </ul>	Finance & Resources	2 Jul	18 Jul	4 Aug
14/15-7	Wellbeing Performance Panel (16 Jun)	<ul style="list-style-type: none"> <li>• Telecare</li> <li>• Transforming Adult Social Services</li> <li>• Adult Services quarterly monitoring</li> </ul>	Wellbeing	28 June	5 August	1 Sep
14/15-8	Wellbeing Performance Panel (30 Jun)	<ul style="list-style-type: none"> <li>• Unallocated cases in Child &amp; Family Services</li> </ul>	Wellbeing	8 Jul		
14/15-9	Schools Performance Panel (3 Jul)	<ul style="list-style-type: none"> <li>• Tackling poor performing teachers and recruitment of senior staff in schools</li> </ul>	Learning and Skills	21 Jul	Not required	4 Aug
14/15-10	Wellbeing Performance Panel (14 Jul)	<ul style="list-style-type: none"> <li>• Letter to Chair of Scrutiny on operation of the Panel</li> </ul>	N/A	17 Jul	11 Aug	1 Sep

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-11	Service Improvement & Finance Performance Panel (16 Jul)	<ul style="list-style-type: none"> <li>• Observations on Corporate Improvement Plan</li> </ul>	Finance & Resources	6 Aug	23 Sept	27 Oct
14/15-12	Service Improvement & Finance Performance Panel (16 Jul)	Questions relating to Corporate Improvement Plan: <ul style="list-style-type: none"> <li>• Affordable Housing</li> <li>• Welfare rights training for staff</li> <li>• Sustaining Council tenancies</li> </ul>	Wellbeing Place	6 Aug	3 Sep	29 Sep
14/15-13	Committee (7 Jul & 4 Aug)	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> <li>• Draft Children &amp; Young People's Rights Scheme</li> </ul>	Opportunities for Children & Young People	10 Sep		
14/15-14	Committee (4 Aug)	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	Wellbeing	10 Sep		
14/15-15	Wellbeing Performance Panel (11 Aug)	<ul style="list-style-type: none"> <li>• Monitoring disability services for adults</li> </ul>	Wellbeing	28 Aug	2 Sep	29 Sep
14/15-16	Service Improvement & Finance (20 Aug)	<ul style="list-style-type: none"> <li>• Flying start</li> <li>• Issues relating to Sustainable Swansea Budget Strategy:               <ul style="list-style-type: none"> <li>∇ Public engagement with the budget</li> <li>∇ Digital services</li> <li>∇ Governance structures for Sustainable Swansea</li> </ul> </li> </ul>	Finance & Resources	11 Sep	18 Sept	29 Sep
14/15-17	Schools Performance Panel (21 Aug)	<ul style="list-style-type: none"> <li>• Elective Home Education</li> </ul>	Learning and Skills, Opportunities for CYP	9 Sep		

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-18	Schools Performance (18 Sept)	<ul style="list-style-type: none"> <li>• Consistency and support for schools by Education Improvement Services</li> </ul>	Education	10 Oct		
14/15-19	Service Improvement & Finance (17 Sept)	<ul style="list-style-type: none"> <li>• Observations on Budget Engagement Strategy</li> <li>• Comments re. Council's new Community Action Fund</li> <li>• Observations on WAO Annual Improvement Report</li> <li>• End of Year Financial Report Request for further information</li> <li>• Some specific questions re. End of year financial monitoring report – Mike Hawes responding directly.</li> </ul>	Finance & Strategy	13 Oct		





**CITY AND COUNTY OF SWANSEA**  
**DINAS A SIR ABERTAWE**

Councillor Mary Jones  
Convenor, Service Improvement & Finance  
Performance Panel  
City & County of Swansea

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

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

23 September 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

Thank you for your letter dated 6 August 2014. I note your comments about scrutiny involvement in the budget process and the future of the ICT contract.

I would like to respond to the Panel's observations concerning the Corporate Improvement Plan. The Corporate Improvement Plan is an ambitious document. We are always looking at how we can improve these things and so your comments are welcome.

As you rightly point out, it is difficult trying to balance the needs of different audiences when producing these plans, particularly when there is statutory and regulatory guidance to adhere to; and there is no doubt that the presentation of the plan could improve, particularly for the public audience.

In relation to the specific bullet points in your letter:

- **The use of a different numbering format of the Improvement Objectives**

I accept your point that the presentation of the Plan would be improved by the consistent numbering of the Improvement Objectives.

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**ROB STEWART**  
**LEADER / ARWEINYDD**

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- **The summary of the plan should include the results, and not just the indicators**

The Plan does include provisional results for 2013/14; final outturn data was not available at the time of writing.

The plan was developed using the Results Based Accountability approach and as such uses performance measures that are clearly more outcome focussed; the intention here was to better illustrate the 'impact' the Council's efforts are having than in previous such plans.

The performance measures are also much more bespoke and are plainly relevant to the improvement priorities, much more pertinent than some of the national measures Councils in Wales are asked to report on.

- **There are no indicators which directly relate to Target Areas**

Our approach to Target Areas is a key policy commitment and is part of a wider area based and strategic approach to tackling poverty and differential outcomes. The Corporate Improvement Plan is more narrowly focussed around performance improvement. The proper place for our approach to Target Areas will be as part of the Council's Poverty Strategy, which will be measured using appropriate indicators; poverty in turn will be a key priority in any Corporate Plan and the Panel will have an opportunity to scrutinise that Plan at the appropriate time.

- **The section of "What works well now" is underdeveloped**

In line with the results based approach, the plan is more narrative based and, while it could be more succinct and clearer for a public audience, it does try and tell the story behind the stark performance numbers. It represents an ambitious attempt to evaluate what is happening behind the headline figures in order to help draw conclusions and make improvements. For the future we are planning to use more real life examples or case studies as part of our public reporting.

**COUNCILLOR/Y CYNGHORYDD**  
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- **Development of a new Corporate Plan**

I would welcome the Panel's involvement in the development of the new Corporate Plan. I will ensure that a draft is presented to you at an early stage.

I hope that this response is helpful, please let me know if you require any further information.

Yours sincerely



**COUNCILLOR ROB STEWART**  
**LEADER & CABINET MEMBER FOR FINANCE & STRATEGY**

**COUNCILLOR/Y CYNGHORYDD**  
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**CITY AND COUNTY OF SWANSEA**

**Dinas A Sir Abertawe**

Councillor Rob Stewart  
Cabinet Member for Finance & Resources

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Uniongyrchol:*

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*Date  
Dyddiad:*

**Scrutiny**

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**6 August 2014**

Dear Councillor Stewart,

**Service Improvement and Finance Scrutiny Performance Panel  
17 July 2014**

The Panel met on 17 July and received a presentation from Richard Rowlands, Corporate Improvement Manager, regarding the Corporate Improvement Plan 2013/17, we are grateful to Richard for his attendance at the meeting and the advice and information he provided to us.

We have a number of observations regarding the Corporate Improvement Plan that we wish to share with you.

We appreciate that the Corporate Improvement Plan represents the culmination of a significant amount of work and effort and is fulfilling a dual role of meeting the requirements of the Auditors and informing the public. However, we feel that it is not sufficiently meeting the needs of the general public and does not provide an accessible assessment of the Council's priorities and performance. There are a number of issues that cause complications including:

- the use of a different numbering format of the Improvement Objectives in the summary and the main document is confusing (e.g. 1-8 and A-I)
- the summary of the plan should include the results, and not just the indicators
- there are no indicators which directly relate to Target Areas, which we feel is a significant omission bearing in mind the importance attached to the target area

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approach. Can you advise if there are any plans to develop indicators relating to the work going on in the target areas in future versions of the plan?

- We feel that the section of “What works well now” is underdeveloped for some indicators and we feel that a greater emphasis should be put on what impact has been made as a result of the Council’s work.
- We understand that the Council will be developing a new Corporate Plan next year which will be an over-arching document, bringing together a range of departmental plans and is intended to be a more publicly accessible document. We would like to be involved in the development of this and to be consulted on a draft version.

We are grateful for your prompt response to the letter we sent to you on 2 July, which has duly been reported to the Scrutiny Programme Committee. We are pleased to note the opportunities for scrutiny involvement in the budget process and the future of the ICT contract that you outlined and we will amend our work plan accordingly. We note that the first item you identified is the Cabinet report and strategic programme (Sustainable Swansea – Fit for the Future: Delivery Programme), which was reported to Cabinet on 29 July. You stated that pending Cabinet approval, this could be reported to the Panel in August. Our meeting will take place on 20 August; therefore we would like to invite you to attend, along with the relevant officers, to discuss this with us.

It would be helpful to receive your reply to this letter by 6 September 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**  
**Convenor, Service Improvement and Finance Performance Panel**  
✉ [Mary.Jones@swansea.gov.uk](mailto:Mary.Jones@swansea.gov.uk)

# Agenda Item 12

## Report of the Chair

### Scrutiny Programme Committee – 27 October 2014

#### SCRUTINY DISPATCHES

<b>Purpose</b>	To provide draft dispatches report for agreement and submission to council which will provide headlines from recent scrutiny activity.
<b>Content</b>	The report appends the latest 'Scrutiny Dispatches', which is presented to each council meeting, to ensure visibility and awareness of key issues, findings and outcomes
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• approve content of the draft 'Scrutiny Dispatches' for submission to Council</li><li>• ensure that the main headlines from scrutiny activities are captured</li></ul>
<b>Lead Councillor(s)</b>	Councillor Mike Day, Chair of the Scrutiny Programme Committee
<b>Lead Officer(s)</b>	Dean Taylor, Director – Corporate Services
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

#### 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 council meeting on 2 December.
- 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

16 October 2014

Legal Officer: Nigel Havard

Finance Officer: Ben Smith

# Scrutiny Dispatches

City & County of Swansea – November 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

## How can we improve public engagement?

*(Lead: Councillor Joe Hale)*

The Public Engagement Scrutiny Inquiry Panel completed its look at ways in which the Council could improve its engagement practices with the public, staff and external stakeholders, and presented its final report to Cabinet on 21 October.

The inquiry took place over a seven month period and took evidence from internal and external sources. The inquiry also benefitted from the co-option of Amanda Williams from Participation Cymru particularly in highlighting good practice examples elsewhere. The inquiry explored issues relating to current engagement strategies, the effectiveness of the Swansea Voices citizens' panel, engagement with staff, and the impact of financial pressures on engagement activities.

The Council has less money to spend and the Inquiry Panel's assumption was that this would diminish levels of consultation and engagement with the public, staff and interested groups. In the end, it found that capitalising on, and making improvements to existing mechanisms would improve engagement without the need to spend more money. The Scrutiny Inquiry believed that good public engagement was fundamental to the success of any large organisation especially when there are severe economic pressures to contend with. The Panel recognised the good public engagement that has taken place but also recognised where lessons have needed to be learnt. The Panel believed that all engagement needs to be citizen centered, genuine and not tokenistic, with clearer thinking behind the who, why and how when planning activities.

The Panel has made a number of recommendations to Cabinet including:

- adopting the National Principles for Public Engagement in Wales
- demonstrating how Swansea Voices influences policy development
- opening up public access to the work of the Local Service Board
- retaining and improving opportunities for engagement through a variety of media
- regularly engaging staff and councillors
- changes to the Consultation and Engagement Strategy.

A response from Cabinet is expected within the next 3 months. The Panel hopes that its work will have impact by leading to a more inclusive approach to engagement.

You can find a copy of this report in the scrutiny reports library on our website:

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

## Social care at home

*(Lead: Councillor Uta Clay)*

The Social Care at Home Scrutiny Inquiry Panel is about to conclude its work. Its final report is expected to come before the Scrutiny Programme Committee at the end of November. The inquiry has been looking at how the council and partners supports people to enable them to remain in their own homes, and what improvements could be made. The report will detail key findings from evidence gathered and conclusions from this work, and recommendations for Cabinet. Cllr Uta Clay is now leading the conclusion of this inquiry, taking the place of Cllr Jane Harris. Following a presentation of the final report by Cllr Uta Clay, the Scrutiny Programme Committee will be asked to agree its submission to Cabinet for decision. More on this to follow!



## Schools Scrutiny Performance Panel progress update

*(Lead: Councillor Fiona Gordon)*

Performance Panel conveners attend the Scrutiny Programme Committee on a regular basis to provide an update on progress. This is to ensure awareness / understanding of the work of the Panel, consider its effectiveness and impact, and consider any issues arising and action required. On 29 September it was the turn of Councillor Fiona Gordon who leads the work of the Schools Scrutiny Performance Panel. This Panel has an overarching remit to provide ongoing challenge to schools performance to ensure that pupils are receiving high quality education, and monitor the authority's objectives in relation to improving school standards and pupil attainment.

Recent work has included exploration of issues relating to:

- education other than at school;
- the role of the authority tackling the performance of teachers and dealing with competence issues and recruitment of senior staff in schools
- elective home education
- the support for schools from challenge leaders in order to ensure consistency of advice and guidance to schools;
- Estyn Inspections and advisory/practice documents

The Panel meets every month and future meetings will include engaging with a number of schools to discuss their improvement plans. Amongst other issues the Panel will also be looking at behaviour and restorative practice, and looks forward to the annual education performance data that will be available in December.

## Transforming adult social services

*(Lead: Councillor Uta Clay)*

A Working Group met on 13 October to consider an overview from the cabinet member and officers and consideration is being given to how scrutiny can be involved in the Transformation of Adult Social Services programme. It was agreed that scrutiny should align its work to Cabinet decisions and the timetable for the transformation programme to ensure scrutiny has impact. A further meeting will take place to:

- receive a report on the rationale and the drivers for the transformation programme
- consider findings from the independent review into older people's services
- decide on a number of priorities to scrutinise

## Improving communication and public engagement with scrutiny

*(Lead: Councillor Mike Day)*

An action plan for improving communication and public engagement has been agreed by the Scrutiny Programme Committee. The action plan has an emphasis on:

- building communications planning into the work of the Committee, Panels and Working Groups to raise awareness of the work and impact of scrutiny
- facilitating the ability of the public to contribute to the work of scrutiny and influence decision-making
- focusing on and promoting a small number of 'significant stories, through a number of channels
- Councillors acting as communication champions

### **Connect with Scrutiny:**

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