

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

SCRUTINY PROGRAMME COMMITTEE

At: Committee Room 1, Civic Centre, Swansea

On: Monday, 24 November 2014

Time: 4.30 pm

AGENDA

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1 Apologies for Absence.	
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3 Prohibition of Whipped Votes and Declaration of Party Whips.	
4 Minutes: To approve and sign as a correct record the:	3 - 13
a. Minutes of the Scrutiny Programme Committee held on 27 October, 2014:	
b. Minutes of the Special Scrutiny Programme Committee held on 13 November, 2014.	
5 Cabinet Member Question Session - Leader / Cabinet Member for Finance & Strategy. (Councillor Rob Stewart attending)	14 - 27
6 Scrutiny Performance Panel Progress Report - Service Improvement & Finance Scrutiny Performance Panel. (Councillor Mary Jones, Convener – attending)	28 - 35
7 Scrutiny Work Programme 2014 - 15. <i>Includes:</i> a) <i>Committee Work Plan;</i> b) <i>Progress of Panels/Working Groups;</i> c) <i>Forward Look (Cabinet Business).</i>	36 - 65
8 Membership of Scrutiny Panels and Working Groups.	66 - 67
9 Scrutiny Letters:	68 - 145
a. Letter to/from Cabinet Member (Planning Services Scrutiny Working Group – 10 June);	
b. Letter to/from Cabinet Member re. Children & Young People	

- portfolio (Committee Meetings - 7 July & 4 August);
- c. Letter to/from Cabinet Member for Wellbeing & Healthy City (Committee Meeting – 4 August);
 - d. Letter to/from Cabinet Member for Finance & Strategy (Service Improvement & Finance Panel Meeting – 17 September);
 - e. Letter to/from Cabinet Member for Education (Schools Scrutiny Performance Panel Meeting – 18 September);
 - f. Letter to/from Cabinet Member for Services to Children & Young People (Child & Family Services Performance Panel – 29 September);
 - g. Letter to Cabinet Member for Adults and Vulnerable People (Transforming Adult Social Services Working Group – 13 October);
 - h. Letter to Cabinet Member for Finance & Strategy (Service Improvement & Finance Panel Meeting – 15 October);
 - i. Letter to Cabinet Member for Services for Children & Young People (Service Improvement & Finance Panel Meeting – 15 October);
 - j. Letter to Cabinet Member for Education (Education Inclusion Inquiry Panel – 23 October).

10 Scrutiny Dispatches - Future Reporting.

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11 Scrutiny Development Session: Making the Best Use of Performance Information: Tuesday 25 November, 3.00 - 5.00pm, Circle Bar, Grand Theatre

Workshop, led by Richard Palmer, Head of Improvement in the Local Government Data Unit Wales, will focus on assisting scrutiny councillors to understand and make the best use of performance data. Arranged by the Service Improvement and Finance Panel but invitation extended to all scrutiny councillors.

12 Scrutiny Development Session: Making Scrutiny More Effective: - Thursday 29 January, 4.00 - 6.00pm, Committee Room 1, Civic Centre

Workshop to support scrutiny members, looking at how those involved with working groups, panels and the Scrutiny Programme Committee can ensure that questioning, evidence gathering and recommendation making are all effective. The session will be supported by the Centre for Public Scrutiny.

13 Date and Time of Future Committee Meetings for 2014/15 Municipal Year (all at 4.30 p.m. except where noted):

26 November 2014 - 5.00pm*	19 January 2015	16 March 2015
8 December 2014 - 5.00pm*	16 February 2015	13 April 2015
22 December 2014		

* Special meeting re. Gypsy & Traveller Site Provision – Review of Process

14 Date and Time of Upcoming Panel / Working Group Meetings:

Topic	Approach	Date	Time	Venue (Civic Centre)
Child & Family Services	Performance Panel	24 Nov	2.00 pm	Committee Room 3
Affordable Housing	Inquiry Panel (follow up)	3 Dec	5.00 pm	Chamber Meeting Room
Service Improvement & Finance	Performance Panel	4 Dec	3.30 pm	Committee Room 3
Transformation of Adult Social Services	Panel	8 Dec	2.00 pm	Committee Room 3
Service Improvement & Finance	Performance Panel	10 Dec	1.30 pm	Committee Room 3
Schools	Performance Panel	11 Dec	3.30 pm	Meeting Room 3 (2.2.7)
Child & Family Services	Performance Panel	15 Dec	2.00 pm	Committee Room 3

Members of the public are welcome to attend the above Panel / Working Group meetings. Contact the Scrutiny Team if you would like to attend.



Patrick Arran
Head of Legal, Democratic Services & Procurement
Tuesday 18 November 2014

Contact: Democratic Services - Tel: (01792) 637292

SCRUTINY PROGRAMME COMMITTEE (16)

Labour Councillors: 11

R A Clay	P Downing
A M Cook	T J Hennegan
D W Cole	A J Jones
S E Crouch	R V Smith
J P Curtice	G J Tanner
N J Davies	

Liberal Democrat Councillors: 3

A M Day (Chair)	P M Meara
J W Jones	

Independent Councillor: 1

E W Fitzgerald	
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Conservative Councillor: 1

A C S Colburn	
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Co-opted Members:

David Anderson-Thomas	
Sarah Joiner	

Officers:

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

Email:

Executive Board	
Cabinet Members	
Leaders of Opposition Groups	
Carl Billingsley	
Chair of Standards Committee	
Chair of Audit Committee	
Chair of Democratic Services Committee	

Total Copies: 30

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, 27 OCTOBER 2014 AT 4.30 PM

PRESENT: Councillor A M Day (Chair) Presided

Councillor(s)

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

Councillor(s)

E W Fitzgerald
T J Hennegan
J W Jones

Councillor(s)

R V Smith
R A Clay
G J Tanner

Co-opted Members

S Joiner

Also present:

Councillor J C Bayliss, Convenor, Convenor of the Street Scene Scrutiny Inquiry Panel

Councillor P R Hood-Williams, Convenor, Child & Family Services Scrutiny Performance Panel

Officers:

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

77 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors S E Crouch, N J Davies, A J Jones, P M Meara and Mr D Anderson-Thomas.

78 **DISCLOSURES OF PERSONAL & PREJUDICIAL INTEREST**

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

79 **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.

80 **MINUTES**

RESOLVED that the Minutes of the Scrutiny Programme Committee held on 29 September, 2014, be agreed as a correct record.

Minute No. 70 (d)

The Chair advised that a Special Scrutiny Programme Committee would be convened for Thursday, 13 November, 2014 to examine the upcoming Cabinet report in respect of the Proposed Lease of Underhill Park to Mumbles Community Association.

Minute No. 72 (b)

The Chair advised that he would be meeting with the Leader on 29 October, 2014, to discuss timescales for Cabinet Member responses to Scrutiny Letters.

81 **FINAL SCRUTINY INQUIRY REPORT**

Councillor J C Bayliss, Convenor of the Street Scene Scrutiny Inquiry Panel, presented the final report and sought approval for its submission to Cabinet.

Councillor J C Bayliss detailed the aims of the inquiry, the evidence considered and the conclusions and recommendations.

The key issues arising from the review included:

- 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;
- The Highways and Transportation and Waste Management services area are currently facing significant budgetary pressures and this will continue into the future;
- Maintaining a clean and safe street scene environment is important to residents and for the Council's reputation; and
- Residents, tenants and community groups are important stakeholders; they value good quality communication and information and are a good source of feedback on services.

Councillor J C Bayliss highlighted that a number of public engagement events were held as part of the review. He stated that there were some serious challenges because of reduced funding and required new ways of providing services. The importance of communicating well with residents who report issues was also highlighted, and providing feedback. The report also argued that there should be better coordination between street cleansing and refuse collections to improve the street scene. The Panel was concerned that the emphasis should be on quality rather than speed. There was endorsement for the Winter Wardens scheme that encourages residents to take some responsibility for maintenance issues e.g. salt bins. The committee discussed the important work of council enforcement officers and how 'bodycams' have helped with their understanding of the role.

Cllr Bayliss highlighted the contribution of Gordon Gibson who was a co-opted member of the Panel.

The Committee debated the report and asked questions of Councillor J C Bayliss who responded accordingly.

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

- a. street scene services are critical - street cleanliness is always high on the list of community priorities and affects everyone
- b. the evidence gathered by the Panel included consultation with the public and residents groups, and generated a good response
- c. the public value good communication and residents would benefit from information about contacts within the street scene service
- d. it is important to give feedback to customers when they report issues
- e. better coordination between refuse collection and street cleansing operations was necessary

The Committee thanked the convener and Panel for its work.

RESOLVED that the report along with a covering report emphasising the Committee's discussions, proceed to Cabinet.

82 **SCRUTINY PERFORMANCE PANEL PROGRESS REPORT - CHILD & FAMILY SERVICE SCRUTINY PERFORMANCE PANEL**

The Convenor of the Child & Family Services Scrutiny Performance Panel, Councillor Paxton Hood-Williams, presented a progress report on the work of the Panel.

The committee discussed the work of the Panel and reflected on the decision to split the work of the former Wellbeing Performance Panel and benefit of that change. Councillor Hood-Williams stated that it was a sensible decision to renew focus on Child & Family Services. He advised that the Panel had met on one occasion since the committee's decision to re-establish this Panel, and summarised the issues raised following its recent consideration of performance:

- Referrals trending upwards;
- Improved/increased use of the Regional Integrated Family Support Service;
- Drop off in the number of initial and core assessments completed with timescale;
- Staff supervision;
- Numbers of children ceasing to become looked after has dropped compared to the previous year;
- Approval rates for foster carers and adopters.

Councillor Hood-Williams mentioned that the Panel received its second follow-up report on the previous scrutiny review of leaving care services. The panel remained concerned about the effectiveness of the contract/partnership to provide leaving care services and had requested that a further report be brought back to the panel in 3 months on the issue. The panel felt unable to sign off the review as completed until it was satisfied that the services provided were effective.

The Chair stated that he was very interested in the interaction between performance panels and cabinet members, and there was an expectation that conveners would focus their future reports on the impact of their work and effect on services.

83 **FUTURE TRENDS FOR SWANSEA**

The Sustainable Development Team Leader assisted by the Sustainable Development Policy Officer, presented 'Future Trends for Swansea' which gave an insight into current understanding of future trends likely to impact the planning and delivery of Council Services.

The Chair stated that this work was intended to support the development of scrutiny by building long term thinking, future risks and sustainability principles into scrutiny activities. In order to focus on sustainability a Working Group has already been agreed by the committee in the work programme and expressions of interest were to be sought to confirm the convener / membership. The committee had also agreed to ensure that the issue of sustainability and long term thinking should be a recurring theme for future cabinet member questions sessions. Members were also encouraged to use the information to support any other scrutiny activities they are involved in.

The chair stated that it was important that the information on future trends should inform future scrutiny work programmes, and that longer-term thinking should be integrated into all scrutiny activities, so that scrutiny asks the right questions.

The Sustainable Development Team Leader referred to the 'Wellbeing of Future Generations (Wales) Bill which seeks to strengthen existing governance arrangements for improving the well-being of Wales to ensure that present needs are met without compromising the ability of future generations to meet their own needs. She advised that trend forecasting was not a new concept and had been used previously in Planning and Housing to help inform and develop services.

The Council had been chosen as a 'model' authority to work with the WLGA in advance of the Future Generations (Wales) Bill to see what changes are needed in local government and for lessons to be shared with other authorities. The document was based on best available data and evidence from credible sources. It was noted that the current model of governance would need to change by 2025 in order to manage the big predicted trends around demographics.

The purpose of the document was to be used as an informative tool in terms of shaping services for the future. She stated that whilst the data itself was not absolute or definitive the paper aimed to paint a picture of future to stimulate thinking about future policies and services and preparing for the challenges ahead. It highlighted the questions that should be asked of decision-makers that would be very useful for scrutiny.

The Future Trends report stimulated much debate. The Committee talked about the difficulties sometimes of getting national and local statistics to match. There was a particular focus now on the housing figures in the report. Questions about demographics (migration /social trends), rural deprivation and digital inclusion was

also raised. Members were interested on the various sources of information used to compile the paper.

In response to questions, the Sustainable Development Team Leader confirmed that the paper, as it is updated, will include reference to issues around rural deprivation and access to services (e.g. library services). It was noted that the purpose of the document was to stimulate discussion and further in-depth inquiries into areas of concern.

84 **SCHEDULE FOR FUTURE CABINET MEMBER QUESTION SESSIONS**

The Chair presented the Committee with a draft schedule of future Cabinet Member Question Sessions following recent Cabinet changes.

RESOLVED that the timetable of future Cabinet Member Question Sessions be **APPROVED**.

85 **SCRUTINY WORK PROGRAMME 2014-2015.**

The Chair presented the Scrutiny Work Programme for 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.

The Chair updated colleagues in respect of progress with pre-decision scrutiny of the scheduled Cabinet report titled 'Proposed Lead of Underhill Park to Mumbles Community Association'. The report was currently scheduled for consideration by Cabinet on 18 November, 2014 and proposed that a special committee meeting be arranged for 13 November at 2.00 pm.

The Chair also mentioned that:

- a) the Education Inclusion Inquiry Panel met on 23 Oct. The Panel discussed the findings of the departmental review and gave views which will feed into the development of an action plan. The Panel will meet again to consider that action plan – anticipated before the end of this calendar year and will then give its view about whether further scrutiny is required.
- b) A response to the Planning Services Working Group letter has now been received and will be on the agenda for the next committee meeting for discussion.
- c) The Transforming Adult Social Services Panel is aiming to structure its work plan against key decisions in the TASS process and will be receiving ongoing support from the Centre for Public Scrutiny. It was noted that a copy of the independent review report on older people's services was now available and would be discussed by the Panel.

There was some interest shown in the Tidal Lagoon project from the point of view of the impact this may have on Swansea, particularly economic regeneration. It was agreed to write to the relevant Cabinet Member expressing the interest from scrutiny

to have some information on this, seeking advice about relevant contacts within and outside of the council, and to consider how best a scrutiny discussion on this matter could be facilitated, and the best time for this to take place.

The Committee restated its commitment to getting the public more involved in and raising awareness of the work of scrutiny. The chair stated that councillors could do more to champion this. He also stated that panels and working groups should be proactive in considering the best form of engagement e.g. co-option, consultation. The chair was asked to consider whether it would be effective to take Scrutiny Programme Committee meetings out into the community.

RESOLVED that the Chair write to the relevant Cabinet Member regarding the interest from scrutiny on the Tidal Lagoon project.

86 **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.

RESOLVED that:

- a. Councillor P R Hood-Williams be appointed as convenor in respect of Child & Family Services Performance Panel;
- b. Councillor U C Clay be appointed as convenor in respect of the Social Care at Home Inquiry Panel;
- c. Councillor U C Clay be appointed as convenor in respect of the Transforming Adult Social Services Panel;
- d. Councillors S M Jones, J P Curtice and E T Kirchner be added to the Child & Family Services Performance Panel;
- e. Councillors K E Marsh and D W Cole be added to the Service Improvement and Finance Scrutiny Performance Panel; and
- f. Councillor C L Philpott be removed from the Social Care at Home Inquiry Panel.

87 **SCRUTINY LETTERS**

The Chair reported the updated Scrutiny Letters Log and referred to the recent correspondence between scrutiny and the Cabinet Member for Finance and Strategy.

In terms of the letters shown as outstanding the Chair stated that:

- a) a response to the Planning Services Working Group had now been received and will be on the next committee agenda
- b) the letter sent by the former Wellbeing Panel was being reviewed by the new Child & Family Services Panel and any outstanding issues would be incorporated into a fresh letter from that Panel.
- c) Committee letters from the July and August meetings, and the letter from Schools Panel sent on 9 Sep have been referred to new cabinet members for response and were expected to be received in time for next committee agenda.

Further to the committee's request to amend the deadline given to cabinet members for responding to letters, the chair of the committee stated that he was meeting with the Leader to discuss. It was accepted that a slight adjustment to 21 days would represent 3 calendar weeks and would ensure that a deadline for response would never fall on a weekend. The change itself required an amendment to the constitution which would be reported to a future council meeting.

RESOLVED that the letters and action log be noted.

88 **SCRUTINY DISPATCHES - NOVEMBER 2014**

The Chair reported the draft Scrutiny Dispatches for agreement.

Councillor Hennegan wanted the committee to note the recent interviews involving some members as part of the recent WLGA peer review and reflected positive comments about the Scrutiny Team and support provided to members.

RESOLVED that the contents of the report be agreed and submitted to Council on 2 December, 2014.

89 **SCRUTINY DEVELOPMENT SESSION: MAKING SCRUTINY MORE EFFECTIVE: WEDNESDAY 5 NOVEMBER, 4.00-6.00PM, ROOFTOP CAFÉ BAR, GRAND THEATRE**

The Chair referred to the forthcoming Scrutiny Development Session which would be supported by the Centre of Public Scrutiny on Wednesday, 5 November, 2014. There was some concern about the date and time of the session and a number of apologies had been received.

RESOLVED that the session be rescheduled to ensure maximum attendance.

90 **DATE AND TIME OF FUTURE COMMITTEE 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.

91 **DATE AND TIME OF UPCOMING PANEL/WORKING GROUP MEETINGS.**

The date and time of upcoming Panel/Working Groups meetings were submitted for information. These were listed to help increase the visibility of this work and encourage public engagement. It was suggested that information about venue of meetings should also be provided in future committee agendas.

The meeting ended at 6.05 pm

CHAIR

CITY AND COUNTY OF SWANSEA

MINUTES OF THE SPECIAL SCRUTINY PROGRAMME COMMITTEE

HELD AT COMMITTEE ROOM 3, CIVIC CENTRE, SWANSEA ON
THURSDAY, 13 NOVEMBER 2014 AT 2.00 PM

PRESENT: A M Day (Chair) Presided

Councillor(s)	Councillor(s)	Councillor(s)
A C S Colburn	E W Fitzgerald	S E Crouch
D W Cole	T J Hennegan	G J Tanner
J P Curtice	J W Jones	
P Downing	P M Meara	

Co-opted Members

S Joiner, D Anderson-Thomas.

Also present:

Councillor M C Child, Cabinet Member, Wellbeing and Healthy City
Simon Tse, Mumbles Community Association

Officers:

Tracey McNulty - Head of Cultural Services
Ian Beynon - Development & Outreach Manager, Cultural Services
Lewis Hinds - Valuer, Corporate Building & Property Services
N Havard - Directorate Lawyer
B Madahar - Overview and Scrutiny Co-ordinator
S Woon - Democratic Services Officer

92 **APOLOGIES FOR ABSENCE.**

No apologies for absence were received.

93 **DISCLOSURES OF PERSONAL & PREJUDICIAL INTEREST**

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

94 **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.

95 **PRE-DECISION SCRUTINY – PROPOSED LEASE OF UNDERHILL PARK TO MUMBLES COMMUNITY ASSOCIATION**

The Chair presented a report which advised the Committee on the aim of the meeting and provided guidance on pre-decision scrutiny ahead of consideration of the Cabinet report on 'Proposed Lease of Underhill Park to Mumbles Community Council'.

The report contained proposals relating to the management of Underhill Park, which is currently owned and maintained by the Council. The report provided an opportunity for the Committee to express their views before Cabinet considered the report.

The Committee felt that this was an important matter taking into account impact, community interest and financial implications.

The Committee focussed on:

- the rationale for the report
- the robustness of the proposed decision and process followed
- potential implications and risks
- whether alternative options were considered
- the extent of consultation undertaken

The following issues were explored and addressed by Officers of the Authority and representatives of Mumbles Community Association:

- The background to the proposal.
- Mumbles Sports and Social are already a limited company. The status of Mumbles Community Association is at the present time neither a limited company or a registered charity, however, an application will be submitted for the Mumbles Community Association to be incorporated as a Charitable Incorporated Organisation.
- Volunteers from Mumbles RFC, Mumbles AFC and other interested parties have the common goal of enhancing facilities.
- There is a Terms of Reference and Constitution in respect of Mumbles Sports and Social.
- Mumbles Community Association may have access to funding opportunities not available to the Council.
- The various phases of the project.

Members' questions included:

- the legal status of the Mumbles Community Association
- respective responsibilities and obligations between the council and the association
- legal and financial implications
- proposed improvements
- community use of facilities
- future public access to the park

RESOLVED that Cabinet consider the following issues prior to making a decision on the report:

1. The committee broadly supports the proposed recommendations in the report for an agreement in principle to transfer management of the park, and considers that this is a potentially very interesting example of community action in relation to local services. There may be general principles here for the council in future in relation to parks and open spaces elsewhere, given the financial pressures upon the Council and moves to encourage investment from others to safeguard and take over the running of community facilities, and improvement. This could provide a template for other clubs who may be interested in following this example, so the committee hope it is a success.
2. However, there are a number of issues which the committee wish to bring to the attention of cabinet to inform not just the immediate decision on 18 November but future decisions.
3. When it comes to the specific terms of the lease for this arrangement, the committee discussed the inclusion of provisions on:
 - a. how to provide an assurance about future public access to the park-the Lease will require careful wording and need to refer expressly to the site being Public Open Space.
 - b. ensuring clarity about the areas of the park covered by the lease and which will be under the responsibility of the MCA, and those which the council will remain liable for (e.g. maintenance of children's playground, woodland areas, boundary / retaining walls) – the Landlord's and Tenant's obligations will need to be clearly understood and specified in the Lease; alternatively a separate Management Agreement may be the way forward
 - c. giving greater clarity of the financial implications as it is evident there will be an ongoing need for council maintenance of some areas of the park that will not be covered by the MCA.
 - d. fees and charges, and clarity on the mechanism to control raising prices unduly and deterring community usage-again these provisions could usefully be incorporated into a Management Agreement
 - e. giving clarity about how any future disputes between the association and the council would be resolved, and how disputes from third parties will be handled-the lease should incorporate a disputes resolution clause
4. In addition to the specific matters raised in connection with Underhill Park, the committee felt that there are a number of general advisory notes for the attention of Cabinet.
 - a. When submitting proposals, we would encourage that, for any proposal put forward, there is a need for a clear rationale for it, an indication of whether any other alternatives had been considered and to ensure that the relevant department, legal and corporate property sections work together to address any legal constraints to transferring facilities, as we feel that the Council should give more encouragement and support to community groups.

- b. The committee felt that a template lease if possible (taking into account the circumstances of each proposed transaction) should be prepared for issuing to community groups and associations as this may be useful to facilitate future community involvement.
- c. The committee would also like to see some form of pack prepared to indicate what support can and cannot be offered by the council to community groups to ensure they are clear what help can be given by the authority.
- d. The committee also felt that there may be lessons to be learned from the experience in terms of ensuring meaningful community and public engagement. In the Committee's view, it will be essential to develop and apply a clear consultation strategy for future proposals. In preparing a strategy, and ensuring all stakeholders are consulted, we would emphasise the importance of local councillors being informed about any discussions on proposals or developments affecting their ward(s).

The meeting ended at 3.15 p.m.

CHAIR

Agenda Item 5

Report of the Chair

Scrutiny Programme Committee – 24 November 2014

CABINET MEMBER QUESTION SESSION – LEADER / FINANCE & STRATEGY PORTFOLIO

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

1. Introduction

- 1.1 One of the most important roles that scrutiny carries out is holding the council's cabinet to account. By acting as a 'critical friend' scrutiny has the opportunity to challenge the cabinet and individual cabinet members on their actions and monitor performance in relation to their areas of responsibilities.
- 1.2 Cabinet Member Question Sessions have become a feature of committee meetings over the past 2 years. At least one cabinet member will be scheduled to appear at each committee meeting, ensuring all 10 Cabinet Members appear before the committee over the course of a year, in order to ask questions on their work.
- 1.3 Councillor Rob Stewart is the Leader of the Council and chairs the Cabinet. He is responsible for the delegation of all executive functions that allows the Cabinet and Responsible Officers to make decisions and manage the day-to-day delivery of Council services, in line with the Council's overall policies and budget. The cabinet is made up of the

Leader and 9 additional councillors appointed by the Leader, who are allocated specific responsibilities. Councillor Stewart has specific cabinet portfolio responsibility for Finance & Strategy.

2. Finance & Strategy Portfolio

2.1 This portfolio includes the following areas of responsibility:

- a. Finance – Budget Cycle
- b. Delivery and Performance
- c. Information & Business Change (incl. ICT)
- d. Strategic Estates & Property
- e. Poverty
- f. LSB / Community Leadership
- g. Regional Working / Collaboration
- h. Lead elements of Sustainable Swansea

2.2 Councillor Stewart has provided a short report on 'headlines' in relation to his portfolio objectives to help the committee focus on priorities, actions, achievements and impact (**Appendix 1**).

3. Approach to Questions

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

- portfolio objectives
- specific activities and achievements, progress against policy commitments, key decisions taken, and impact / difference made
- headlines with regard to the performance of services within the portfolio and the key targets monitored 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) and what the challenges are (e.g. resources / budget)
- engagement with scrutiny on portfolio issues

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

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

4. Previous Correspondence with Councillor Stewart

- 4.1 The committee last met with Councillor Stewart in January 2014, as Cabinet Member for Finance & Resources. The resulting letter to / from the Cabinet Member are attached for background information to remind the committee of the issues that were discussed then and the response provided. The committee may wish to use the previous meeting as a reference point and follow up as appropriate.

5. Legal Implications

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

6. Financial Implications

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

Background Papers: None

18 November 2014

Legal Officer: Nigel Havard
Finance Officer: Carl Billingsley

Rob Stewart - Leader of the City and County of Swansea

Scrutiny Programme Committee 24th November 2014

Portfolio Objectives

Finance and Budget

- Current estimates suggest that the Council is required to save around £70 million over the next three years. In February 2014, Council set an overall target for savings of £26,235 million for 2014/15. Executive Board issued an additional £2m Full Year Effect savings targets across all Directorates in terms of staff reductions aiming to bolster delivery for 2014/15.
- The Mid Term Budget Statement 2014/15 (published 8th November 2014), shows that the Council is on track to deliver within identified resources and is anticipating a performance of around 90%, which is within budget affordability.
- The most recent analysis of savings, shows that the target for savings in relation to staff have effectively been met. Although there is a small shortfall in anticipated service savings, this is primarily as a result of timing and a delay in starting to deliver, rather than not being able to deliver at all.
- The most significant challenge in terms of meeting savings targets are around gaps in some delivery strands within *Sustainable Swansea – fit for the future*, particularly around income, customer contact and workforce.
- Going forward, the process will involve a review of planned savings for 2015/16, by Directors, Heads of Service and Cabinet Members and a review of other options to be delivered as part of *Sustainable Swansea – fit for the future programme*. Proposals will be brought to the Budget Review Steering Group and then to Cabinet who will be asked to approve budget proposals for consultation in December 2014 as part of 'Continuing the Conversation'. The Cabinet will consider the outcomes of the consultation and make recommendations to the Council. It is anticipated that Council will approve the budget and the level of Council tax in February 2015.

Sustainable Swansea

- The strategy sets out the Council's long term aims and objectives for meeting the financial, demographic and sustainability challenges facing the Council. It contains a number of budget principles¹ which underpin *Sustainable Swansea – fit for the future* including the key principle that

¹ The principles include; everything being included in one place, engagement, managing with less money, demonstrating efficiency, cutting red tape, full cost recovery, increased income, different models of delivery, supporting those at risk, evidence base, sustainable outcomes/prevention and personal responsibility.

'everything is in one place' and there is only one programme for agreeing and delivering transformational change and savings.

- *Sustainable Swansea – fit for the future* programme was agreed by Cabinet 29 July 2014 and reviewed by Executive Board on the 24 October 2014. In terms of progress on key areas for delivery;
 - (i) **developing a new customer contact model,**
A strategy has been agreed and an implementation plan is currently being developed. Challenges remain around 'transferring' staff and bringing in the right capability to make changes,
 - (ii) **re-commissioning priorities and process,**
An outline of commissioning principles and a commissioning matrix have been agreed by Cabinet. Cabinet have been asked to agree a prioritised list of services to review over the next three years,
 - (iii) **community action,**
A Strand Lead has been established and a Community Action Fund of £300k, is in place (although not yet allocated),
 - (iv) **understanding demand,**
A Strand Lead is now in place. A Methodology for mapping demand is in development with the aim of creating a toolkit to help Managers with this area. The Innovation Community is involved in understanding issues around demand and recently had a workshop with the DVLA where they shared their experience in this area,
 - (v) **the development of a prevention fund,**
A £1 million prevention fund has been agreed, aiming to prevent and/or intervene at an early stage, in order to stop needs escalating and requiring more complex and costly responses. Proposals for using the fund have been agreed,
 - (vi) **stopping services**
The Budget Review Steering Group has started the process of budget activity reviews. Cabinet discussed budget priorities on 24 October 2014 and will be asked to approve budget proposals for consultation in December 2014 as part of Sustainable Swansea and 'Continuing the Conversation',
 - (vii) **ICT /Digital Change**
An ICT Strategy and Information Strategy direction of travel was approved by Cabinet on 21 October 2014. Planning for the new ICT operating model and transition from the Capgemini contract is underway.

Delivery and Performance

- In terms of delivery;
 - we have either met 85% (or are within 5% of our target) of our corporate performance measures,
 - we have either met 87% (or are within 5% of our target) of our corporate *improvement* indicators,
 - we have completed 8% of our policy commitments and 80% are on track for delivery. There is a minor delay with the delivery of 11% of our policy commitments and a significant delay with 1%,
 - we achieved our Outcome Agreement targets with the Welsh Government resulting in a performance payment of £2.335m.
- In terms of performance, we have commenced a review of the Council's performance and improvement arrangements this year, which includes:
 - developing a new Corporate Plan focused on 5 key priorities;
 - (i) safeguarding vulnerable people,
 - (ii) improving pupil attainment,
 - (iii) creating a vibrant and viable city and economy,
 - (iv) tackling poverty,
 - (v) building sustainable communities,
 - (vi) developing a 'Balanced Scorecard' approach to performance improvement in order to better show the delivery of outcomes for the resources available for delivery.
 - hosting and facilitating a Peer Review in order to prepare for our self assessment and inspection by the Wales Audit Office.

Information and Business Change

- Progress has been made in terms of making improvements to mobile working facilities, the installation of Wi-Fi for the Civic Centre, Guildhall and Schools. Cabling at the Civic Centre is following installation of the new fire system, to maximise efficiency and Health and Safety requirements as a result of asbestos. The Brangwyn Hall and Committee Rooms have WiFi access and there is a plan to extend this alongside staff moves. Schools WiFi is scheduled to be completed by Christmas.
- Infrastructure upgrades are underway e.g email system, network equipment for schools and the Council. This will enable the start of further projects to improve ICT resilience and Disaster Recovery, e.g data centres, cloud computing etc. Agile and mobile projects are underway.
- A new ICT Strategy and Information Strategy was approved by Cabinet on 21 October 2014. The purpose of the new ICT and Information Strategy is

to outline the direction of travel for ICT and information management at the City and County of Swansea (CCS) over the next five years (2014-19).

- One of the key priorities for the new strategy is to bring ICT services back in-house from January 2016, in order to be more responsive to the needs of the council and its partners. Staff will play a key role in ICT service development through “Everyone’s IT programme which is a feature of the strategy.”
- The anticipated ICT portfolio of services will include; infrastructure services, ICT innovation services, operational support services, client services, ICT security, compliance and risk services, ICT procurement and contract management, regional collaboration services, ICT project services and self service.
- The ICT delivery model will focus on how customers will access ICT services, the team structure and skills needed for the new model, current and predicated levels of demand and developing IT champions out in service areas.

Strategic Estates & Property

Continued delivery of asset management plan including the accommodation and disposal strategy.

- Further reduction in carbon energy use across the portfolio. The Council’s carbon emissions performance result for 2013/14 achieved a 17% reduction from the base year measurement of 209/10 (target 12%).
- Programme of areas asset reviews.
- Exploring the potential for transfer of assets to community use.
- Developing a Corporate Landlord approach to strategic and operational management of building and land assets.

Poverty

- Tackling Poverty Strategy has been finalised after a consultation period and was launched at Council on the 4th November 2014.
- Swansea Partnership Poverty Forum has met, agreed terms of reference and then exploring post LAC support in Swansea.
- A review of the Credit Union is underway, aiming to assess the future direction, priorities and funding of the credit union.
- The Social Inclusion is working closely with Communities First and Third sector organisations to understand and mitigate against the impacts of welfare reform and the Universal Credit steering group.



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

**To/
Councillor Rob Stewart,
Cabinet Member for Finance &
Resources**

BY EMAIL

*Please ask for:
Gofynnwch am:*

Scrutiny

*Direct Line:
Linell Uniongyrochol:*

01792 637257

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Our Ref
Ein Cyf:*

SPC/2013-14/11

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

10 February 2014

Dear Councillor Stewart,

Cabinet Member Question Session – 20 January

Thank you for your attendance at the Scrutiny Programme Committee on 20 January 2014 and answering questions on your work as Cabinet Member for Finance & Resources.

Although you highlighted the budget and financial management as the main area of work it was interesting to note the range of your portfolio responsibilities which included Information Technology, Human Resources, Asset Management, Legal Services and Procurement. And of course finance runs through every service area.

We thought it would be useful to write to you in order to reflect on what we learnt from the discussion, and share the views of the committee. A number of specific issues were discussed, which are summarised below:

Budget

You stated that a lot of work has been carried out over the last year undertaking forensic analysis of spend across the departments which has informed budget proposals.

At the time of our meeting the budget consultation was still open. We asked about what issues had come out of that process and what impact or influence it may have on proposals, and how it was being brought together. You informed the committee that cabinet would discuss the consultation response (closing on 22 January) and consider outcomes, and if appropriate amendments to any proposals ahead of the report to Council in February. You

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indicated that the majority of responses centred on proposed care home and day centre changes, the EMLAS service, school crossing patrols, and closure of Pennard Library.

We asked whether the consultation process had generated new ideas for savings, as opposed to objections to proposed cuts. You stated that there were views about doing things differently or over different timescales and consideration would be given to looking at the route to the proposed changes, if not proposals themselves.

It was good to hear of a fairly large public response to the budget and how people have been able to give comments in a variety of ways. We noted that cabinet members have played a lead role in the process and been available at various public drop in sessions as well as in a 1-2-1 capacity. It is clear that many people welcome the opportunity for face-to-face engagement and, as you acknowledged, we need to ensure that venues can manage the demand.

We did express some concern about future reliance on the 3rd sector / community volunteers and their financial capability and stability to take over any service provision. You emphasised that due diligence work would take place ahead of any transfer of service and evaluation of relevant business plans to check that financial arrangements were sound and the skill base / capability was there. We agreed that this was not something that should be rushed and each case would need a carefully managed gradual transition period. We acknowledged that the council faced stark choices and where services were under the threat of closure efforts were being to identify alternatives that may keep things open. Indeed, it was noted that there are some good examples of community management of local facilities. Though we agreed that there was no broad brush to solve every issue and safeguard all services.

We also discussed the impact of significant changes over the next few years and challenge to the culture of the organisation and staff. We were particularly concerned about the impact for staff from externalisation and guarding against changes to terms and conditions and initiatives such as the living wage.

Information Technology

You talked about the priorities for the service including stabilisation of infrastructure and solving service issues, and considering support in the future given the contract with Cap Gemini was soon up for renewal.

We asked about the cost of Microsoft licenses and whether thought had been given to moving towards the use of open source software. You undertook to provide a response to confirm that cost to the council in renewing Microsoft licenses. You explained that at this time there were constraints in the existing contract with Cap Gemini however alternatives would be fully explored to see how we could best reduce cost and increase capability in house and

opportunities to develop our own software. We would encourage you to explore this and suggested that some sort of audit of PC usage / I.T. requirements amongst the workforce might be useful in reducing costs as it could identify opportunities for bespoke set ups based on different needs. We also talked about developments in mobile and flexible working in terms of IT, for example hot-desking.

Workforce Development

We noted that you were working jointly with the Cabinet Member for Citizen, Community Engagement & Democracy on workforce development. With increasing pressure on staff to do more for less you mentioned that you were looking at introducing incentives and ways in which good performance could be rewarded, particular for those working on the front line of service delivery. Also you were keen to modernise the annual reporting system (staff appraisals) and ensuring that the process is applied across all levels of the organisation.

Williams Report

We asked about the implications of the Williams Commission report, which had just been published, and collaboration between councils. You were aware of the report and stated that, with the likelihood of local government reorganisation, it was pleasing that the report included suggestion that Swansea could stand alone as an authority. We were interested whether there had been any discussions with local authorities elsewhere to discuss future collaboration to achieve financial savings. We noted that there had been no direct discussions but consideration was being given to the potential for shared services and financial (as well as service) benefits.

The Next 12 months

It is clear that the council faces significant financial challenges over the next few years which will have an impact on services. Cabinet Members will be responsible for delivering changes to their portfolios as a result of budget decisions, the achievement of savings, and the outcomes. Scrutiny will have an important role to play in questioning and holding cabinet members to account on how they are doing this. You welcomed the value that scrutiny can add to the process and our involvement in the implementation of budget changes and challenging progress against achieving intended changes / outcomes.

We note that the Service Improvement and Finance Scrutiny Performance Panel will be meeting on 10 February to discuss budget proposals with you prior to Cabinet and Council, but we agreed to make arrangements for an initial scrutiny meeting post-agreement of the budget to enable the Scrutiny Programme Committee to ask questions of cabinet members about the implications of the budget decisions and implementation. This is likely to take

place in April. We will contact the Cabinet Office shortly regarding Cabinet Member attendance and availability.

We look forward to meeting with you, and hopefully some of your cabinet colleagues, in April.

A formal response to this letter is not required.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Mike Day".

COUNCILLOR MIKE DAY

Chair, Scrutiny Programme Committee

✉ mike.day@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mike Day
City and County of Swansea

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

Councillor Rob Stewart
(01792) 637440
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RS/SH
SPC/2013-14/11
26 February 2014

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

Dear Councillor Day

In response to the questions raised around Information Technology, please find my response below.

1. Microsoft Licensing

The Council has used Microsoft software products since its inception in 1996 as the principal business and productivity platform.

In 2003 a decision was taken by CMT to approve the procurement of a Microsoft Enterprise licence, the cost to be phased over 3 years, which would allow all users to upgrade to the latest versions of the software. The Microsoft platform was subsequently built into the Capgemini support model for the 10 years of the contract.

Because of the need to periodically upgrade the software, and the constraints of the Capgemini contract, we have continued our subscription to Microsoft on the understanding that we would investigate alternatives post contract.

We are in the process of upgrading all our back-office systems, desktop O/S and applications to the latest versions to improve system reliability and responsiveness. This process will be completed by the end of 2014. We will then look again at what possibilities, including open-source, are available prior to 2016.

The current annual cost of the MS subscription is £400k

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
CABINET MEMBER FOR FINANCE & RESOURCES
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2. Open Source software:

Currently we have limited options to use open-source software, because:

- The Capgemini support model does not include open source platforms for server and desktop
- Although the Cabinet Office actively promotes the use of Open Source software, there are caveats where network security and connection to the Government Secure Infrastructure are concerned.
- Current open source desktop products do not provide a fully integrated desktop and email solution or the breadth of the Microsoft platform.

However, we are increasingly using Linux as a replacement for the Windows Server O/S, and chose it, rather than Windows or the expensive proprietary O/S from SUN (Oracle) when replacing our Oracle ISIS system last year. The major desktop Office alternative, OpenOffice, has been slow to develop in recent years and also slow in rectifying security vulnerabilities. We intend to evaluate an alternative product, LibreOffice, during 2014/15

3. Software Development:

Our current software development resource is incorporated into the Capgemini support contract and is limited to the existing range of software in use within the Council. New development and the introduction of new software is subject to an additional charge which limits development.

It is our intention, as part of the overall re-structure and planning for a replacement to the Capgemini contract, to expand the in-house capacity for software development, and we're also discussing shared development resource with NPTBC and other Councils in the region as part of our regional collaboration agenda.

COUNCILLOR/Y CYNGHORYDD
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4. PC Usage:


The current model of a 3-year replacement cycle was devised at a time when we could only procure leasing arrangements based on the (then) maximum warranty period of 3 years. The cost of this 3 year cycle is built into the contract and we are obliged to continue it until end of contract.

Post-contract we envisage most staff using shared workstations based on thin-client technology to minimise the actual number of stations required (note that the hot-desking element of this is already being rolled out as part of the Agile Working Programme). More specialised requirements, e.g. mobile working and CAD, would be provided according to need with a 5-year replacement program as standard

5. Mobile Working:

We are in the process of implementing wi-fi zones in public areas of the Civic Centre and Guildhall. The technical design has been completed and agreed and the installations will start in March of this year.

Yours sincerely



COUNCILLOR ROB STEWART
CABINET MEMBER FOR FINANCE & RESOURCES

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Service Improvement & Finance Scrutiny Performance Panel Update

1. Remit of the Panel

The overarching purpose of the Panel is to ensure that the Council's budget, corporate and service improvement arrangements are effective and efficient.

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

2. Introduction

The Panel has a full work programme for the year and has so far held 8 meetings with a further 5 scheduled to take us up to the end of the municipal year.

3. Key Activities

The Panel is continuing with its usual work of regularly scrutinising quarterly performance and budget monitoring reports, which also include the Policy Commitment Tracker and Budget Savings Tracker. We have also received the Council's End of Year Finance and Performance reports. These have helped us to identify key areas that will require on-going or in-depth performance monitoring, either by this Panel or the other Performance Panels.

The Panel also identified some key areas where we wished to drill down further into performance. An example of this is the Flying Start Programme. The decision to look at Flying Start in more detail arose as part of the Panel's on-going performance monitoring. We noted from the End of Year Performance report that a number of the targets relating to this area had not been set due to new data gathering methods and we were also made aware of a number of risks identified with the expansion of the programme that were highlighted in Corporate Improvement Plan. Therefore a service briefing was requested to enable the Panel to understand the performance issues around the Programme in more detail.

The Panel has also initiated additional activities outside our standard meetings, including a visit to the Flying Start project in Mayhill and a development session on effective use of performance data with the Local Government Data Unit, which has been opened up to all scrutiny councillors.

The Panel has so far produced 7 Convener's letters to various Cabinet Members providing our views and comments on a range of performance and finance issues.

4. Achievements / Impact

We have increased our dialogue with the Cabinet Member for Finance and Strategy, corresponding with him regularly. This has had the significant impact of providing increased opportunities for scrutiny involvement in the draft budget for 2015/16, including:

- Review of the Cabinet report and strategic programme – August 2014
- Review of engagement strategy – September 2014
- Consideration of the mid year budget statement – November 2014
- Consideration of engagement outcomes – December 2014
- Review of budget proposals – February 2015

Following our annual discussion of the Corporate Improvement Plan, it has been agreed that we will be consulted on the development of the draft of the new Corporate Improvement Plan, which will provide scrutiny with the opportunity to shape the future document, as opposed to making comments on a finalised version.

Our work on Flying Start led us to conclude that it is an extremely positive programme that is having a significant impact on the lives of children living in Swansea's more deprived communities. We plan to continue to monitor Flying Start performance through its quarterly and annual performance monitoring, however we are now able to do this with a much better understanding of the service and the issues it is tackling.

5. Future Work Programme

See attached work programme for full details.

The main focus for the Panel in the coming months will be scrutiny of the draft budget proposals. As outlined above, preparation work for this has commenced. We expect to receive the draft budget proposals in February and will be inviting the Cabinet Member for Finance and Strategy to discuss them with us.

The Panel will receive key service performance reports before the end of the year including: Recycling and Landfill Annual Performance Information and the Welsh Public Library Standards Annual Performance Report. Both these sessions will involve meeting with the relevant Cabinet Members to discuss performance issues relating to these services.

The Panel is aiming to further increase its dialogue with Cabinet Members in line with the Scrutiny Programme Committee's previous instruction to hold question sessions with a range of Cabinet Members to monitor the implementation and impact of budget decisions within their portfolios. This work has been somewhat delayed due to the recent change of Cabinet Members. The Panel was due to meet with the Cabinet Member for Education at our November meeting but this had to be postponed due to ill health. Therefore, we plan to develop this aspect of our work in the new year.

There are a number of items that remain to be scheduled including:

- Draft of new Corporate Improvement Plan – To provide views and recommendations for its development
- ICT contract – To provide views on the future plans for the management of the Council's ICT arrangements post 2015.

6. Action required by the Scrutiny Programme Committee

None

**Service Improvement and Finance Scrutiny Performance Panel
Work Plan – November 2014**

Date for Panel Meeting	Item to be discussed
Meeting 1 14 th May	<ul style="list-style-type: none"> • Annual work plan review To reflect on the year's work, achievements, experiences, issues, ideas for future scrutiny. • Work plan Development of work plan for 2014/15
Meeting 2 11 th June	<ul style="list-style-type: none"> • Cabinet Member for Finance and Resources Q&A session Cllr Rob Stewart • Budget Control and Monitoring 2014/15 Mike Hawes, Head of Finance & Performance
Meeting 3 16 th July	<ul style="list-style-type: none"> • Corporate Improvement Plan 2013-17 Richard Rowlands, Corporate Improvement Manager • Feedback from Centre for Public Scrutiny conference To inform Panel of the launch of a new publication – Raising the Stakes: financial scrutiny in challenging times (a guide for Welsh local authorities)
Meeting 4 20 th August	<ul style="list-style-type: none"> • Sustainable Swansea – Fit for the Future Strategy & Delivery Programme (reporting to Cabinet 29 July) Cabinet Member for Resources, Cllr Rob Stewart Dean Taylor/Mike Hawes • End of Year Performance Monitoring Report 2013-14 (reporting to Cabinet on 29 July) Richard Rowlands, Corporate Improvement Manager
Meeting 5 17 th September	<ul style="list-style-type: none"> • Budget Consultation Engagement Strategy (reporting to Cabinet 26 August) Lee Wenham, Head of Communications • Wales Audit Office Annual Improvement Report Steve Barry, Wales Audit Office • End of Year Financial Monitoring Report Mike Hawes, Head of Finance & Performance • 1st Quarter Budget Monitoring Report, including Budget Savings Tracker Mike Hawes, Head of Finance & Performance
Site Visit 7 th October 10am	<ul style="list-style-type: none"> • Panel to visit Seaview Flying Start Project Townhill To enable Panel Members to gather information on the purpose of Flying Start and hear first hand the experiences of staff working within the programme. This is in advance of a detailed service briefing on the Programme.
Meeting 6 15 th October	<ul style="list-style-type: none"> • Flying Start briefing Briefing requested by Panel in order to look in detail at performance of Flying Start Programme Sian Bingham, Early Years Strategy Manager and Sharon Llewellyn, Flying Start Co-ordinator • 1st Quarter Performance Monitoring Report, including Policy Commitments Tracker (reporting to Cabinet 23 September) Richard Rowlands, Corporate Improvement Manager • Annual Review of Performance 2013-14 (reporting to Cabinet 23 September and Council on 7 October)

	<p>Richard Rowlands, Corporate Improvement Manager</p> <ul style="list-style-type: none"> • Local Government Performance 2013-14 (Report Of Local Government Data Unit ~ Wales) Rosie Jackson, Scrutiny Officer
<p>Meeting 7 12th November</p>	<ul style="list-style-type: none"> • Mid-Year Budget Statement: Mike Hawes, Head of Finance & Delivery • Postponed due to illness: Q&A with Cllr Jennifer Raynor, Cabinet Member for Education: to discuss the implementation and impact of budget decisions within their portfolio.
<p>Training and Development – <i>arranged by Panel but all scrutiny Cllrs invited</i> 25th November</p>	<p>Development Session with Local Government Data Unit (LGDU):</p> <ul style="list-style-type: none"> • Use of performance data in scrutiny and the Local Authority Performance Bulletin 2013-14. To ensure awareness of content of Local Government Data Unit Wales report and use to support the scrutiny of service performance. Richard Palmer, Head of Improvement, LGDU
<p>Meeting 8 4 December – <i>Note different day/time</i> <i>3.30pm-4.30pm. Additional meeting to accommodate Cabinet Member</i></p>	<ul style="list-style-type: none"> • Recycling and Landfill – Annual Performance Monitoring. To monitor and challenge performance and action plan for meeting statutory targets. Cllr Mark Thomas, Cabinet Member for Environment & Transportation Ian Whetton, Waste Divisional Officer
<p>Meeting 9 10th December</p>	<ul style="list-style-type: none"> • Consideration of Budget engagement outcomes Lee Wenham, Head of Communications & Customer Engagement Rhian Miller, Consultation Co-ordinator • 2nd Quarter Budget Monitoring Report, including Budget Savings Tracker Mike Hawes, Head of Finance & Performance • Welsh Public Library Standards – Annual Performance Report To monitor and challenge performance and action plan for meeting standards Cllr Robert Francis-Davies, Cabinet Member for Enterprise, Development & Regeneration (<i>TBC</i>), Steve Hardman, Library Service Manager
<p>Meeting 10 14th January</p>	<ul style="list-style-type: none"> • 2nd Quarter Performance Monitoring Report, including Policy Commitments Tracker (reporting to Cabinet 16 December) Richard Rowlands, Corporate Improvement Manager • Identify a Cabinet Member to attend to monitor the implementation and impact of budget decisions.
<p>Meeting 11 11th February</p>	<p>Hold for budget scrutiny</p>
<p>Meeting 12 11th March</p>	<ul style="list-style-type: none"> • 3rd Quarter Budget Monitoring Report, including Budget Savings Tracker Mike Hawes, Head of Finance & Performance • Identify a Cabinet Member to attend to monitor the implementation and impact of budget decisions.
<p>Meeting 13 15th April</p>	<ul style="list-style-type: none"> • 3rd Quarter 2014-15 Performance Monitoring Report, including Policy Commitments Tracker (reporting to Cabinet 17 March) Richard Rowlands, Corporate Improvement Manager • Annual work plan review

Service Improvement & Finance Scrutiny Performance Panel Update

1. Remit of the Panel

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3. Key Activities

The Panel is continuing with its usual work of regularly scrutinising quarterly performance and budget monitoring reports, which also include the Policy Commitment Tracker and Budget Savings Tracker. We have also received the Council's End of Year Finance and Performance reports. These have helped us to identify key areas that will require on-going or in-depth performance monitoring, either by this Panel or the other Performance Panels.

The Panel also identified some key areas where we wished to drill down further into performance. An example of this is the Flying Start Programme. The decision to look at Flying Start in more detail arose as part of the Panel's on-going performance monitoring. We noted from the End of Year Performance report that a number of the targets relating to this area had not been set due to new data gathering methods and we were also made aware of a number of risks identified with the expansion of the programme that were highlighted in Corporate Improvement Plan. Therefore a service briefing was requested to enable the Panel to understand the performance issues around the Programme in more detail.

The Panel has also initiated additional activities outside our standard meetings, including a visit to the Flying Start project in Mayhill and a development session on effective use of performance data with the Local Government Data Unit, which has been opened up to all scrutiny councillors.

The Panel has so far produced 7 Convener's letters to various Cabinet Members providing our views and comments on a range of performance and finance issues.

4. Achievements / Impact

We have increased our dialogue with the Cabinet Member for Finance and Strategy, corresponding with him regularly. This has had the significant impact of providing increased opportunities for scrutiny involvement in the draft budget for 2015/16, including:

- Review of the Cabinet report and strategic programme – August 2014
- Review of engagement strategy – September 2014
- Consideration of the mid year budget statement – November 2014
- Consideration of engagement outcomes – December 2014
- Review of budget proposals – February 2015

Following our annual discussion of the Corporate Improvement Plan, it has been agreed that we will be consulted on the development of the draft of the new Corporate Improvement Plan, which will provide scrutiny with the opportunity to shape the future document, as opposed to making comments on a finalised version.

Our work on Flying Start led us to conclude that it is an extremely positive programme that is having a significant impact on the lives of children living in Swansea's more deprived communities. We plan to continue to monitor Flying Start performance through its quarterly and annual performance monitoring, however we are now able to do this with a much better understanding of the service and the issues it is tackling.

5. Future Work Programme

See attached work programme for full details.

The main focus for the Panel in the coming months will be scrutiny of the draft budget proposals. As outlined above, preparation work for this has commenced. We expect to receive the draft budget proposals in February and will be inviting the Cabinet Member for Finance and Strategy to discuss them with us.

The Panel will receive key service performance reports before the end of the year including: Recycling and Landfill Annual Performance Information and the Welsh Public Library Standards Annual Performance Report. Both these sessions will involve meeting with the relevant Cabinet Members to discuss performance issues relating to these services.

The Panel is aiming to further increase its dialogue with Cabinet Members in line with the Scrutiny Programme Committee's previous instruction to hold question sessions with a range of Cabinet Members to monitor the implementation and impact of budget decisions within their portfolios. This work has been somewhat delayed due to the recent change of Cabinet Members. The Panel was due to meet with the Cabinet Member for Education at our November meeting but this had to be postponed due to ill health. Therefore, we plan to develop this aspect of our work in the new year.

There are a number of items that remain to be scheduled including:

- Draft of new Corporate Improvement Plan – To provide views and recommendations for its development
- ICT contract – To provide views on the future plans for the management of the Council's ICT arrangements post 2015.

6. Action required by the Scrutiny Programme Committee

None

**Service Improvement and Finance Scrutiny Performance Panel
Work Plan – November 2014**

Date for Panel Meeting	Item to be discussed
Meeting 1 14th May	<ul style="list-style-type: none"> • Annual work plan review To reflect on the year's work, achievements, experiences, issues, ideas for future scrutiny. • Work plan Development of work plan for 2014/15
Meeting 2 11th June	<ul style="list-style-type: none"> • Cabinet Member for Finance and Resources Q&A session Cllr Rob Stewart • Budget Control and Monitoring 2014/15 Mike Hawes, Head of Finance & Performance
Meeting 3 16th July	<ul style="list-style-type: none"> • Corporate Improvement Plan 2013-17 Richard Rowlands, Corporate Improvement Manager • Feedback from Centre for Public Scrutiny conference To inform Panel of the launch of a new publication – Raising the Stakes: financial scrutiny in challenging times (a guide for Welsh local authorities)
Meeting 4 20th August	<ul style="list-style-type: none"> • Sustainable Swansea – Fit for the Future Strategy & Delivery Programme (reporting to Cabinet 29 July) Cabinet Member for Resources, Cllr Rob Stewart Dean Taylor/Mike Hawes • End of Year Performance Monitoring Report 2013-14 (reporting to Cabinet on 29 July) Richard Rowlands, Corporate Improvement Manager
Meeting 5 17th September	<ul style="list-style-type: none"> • Budget Consultation Engagement Strategy (reporting to Cabinet 26 August) Lee Wenham, Head of Communications • Wales Audit Office Annual Improvement Report Steve Barry, Wales Audit Office • End of Year Financial Monitoring Report Mike Hawes, Head of Finance & Performance • 1st Quarter Budget Monitoring Report, including Budget Savings Tracker Mike Hawes, Head of Finance & Performance
Site Visit 7th October 10am	<ul style="list-style-type: none"> • Panel to visit Seaview Flying Start Project Townhill To enable Panel Members to gather information on the purpose of Flying Start and hear first hand the experiences of staff working within the programme. This is in advance of a detailed service briefing on the Programme.
Meeting 6 15th October	<ul style="list-style-type: none"> • Flying Start briefing Briefing requested by Panel in order to look in detail at performance of Flying Start Programme Sian Bingham, Early Years Strategy Manager and Sharon Llewellyn, Flying Start Co-ordinator • 1st Quarter Performance Monitoring Report, including Policy Commitments Tracker (reporting to Cabinet 23 September) Richard Rowlands, Corporate Improvement Manager • Annual Review of Performance 2013-14 (reporting to Cabinet 23 September and Council on 7 October)

	<p>Richard Rowlands, Corporate Improvement Manager</p> <ul style="list-style-type: none"> • Local Government Performance 2013-14 (Report Of Local Government Data Unit ~ Wales) Rosie Jackson, Scrutiny Officer
<p>Meeting 7 12th November</p>	<ul style="list-style-type: none"> • Mid-Year Budget Statement: Mike Hawes, Head of Finance & Delivery • Postponed due to illness: Q&A with Cllr Jennifer Raynor, Cabinet Member for Education: to discuss the implementation and impact of budget decisions within their portfolio.
<p>Training and Development – <i>arranged by Panel but all scrutiny Cllrs invited</i> 25th November</p>	<p>Development Session with Local Government Data Unit (LGDU):</p> <ul style="list-style-type: none"> • Use of performance data in scrutiny and the Local Authority Performance Bulletin 2013-14. To ensure awareness of content of Local Government Data Unit Wales report and use to support the scrutiny of service performance. Richard Palmer, Head of Improvement, LGDU
<p>Meeting 8 4 December – <i>Note different day/time</i> <i>3.30pm-4.30pm. Additional meeting to accommodate Cabinet Member</i></p>	<ul style="list-style-type: none"> • Recycling and Landfill – Annual Performance Monitoring. To monitor and challenge performance and action plan for meeting statutory targets. Cllr Mark Thomas, Cabinet Member for Environment & Transportation Ian Whetton, Waste Divisional Officer
<p>Meeting 9 10th December</p>	<ul style="list-style-type: none"> • Consideration of Budget engagement outcomes Lee Wenham, Head of Communications & Customer Engagement Rhian Miller, Consultation Co-ordinator • 2nd Quarter Budget Monitoring Report, including Budget Savings Tracker Mike Hawes, Head of Finance & Performance • Welsh Public Library Standards – Annual Performance Report To monitor and challenge performance and action plan for meeting standards Cllr Robert Francis-Davies, Cabinet Member for Enterprise, Development & Regeneration (<i>TBC</i>), Steve Hardman, Library Service Manager
<p>Meeting 10 14th January</p>	<ul style="list-style-type: none"> • 2nd Quarter Performance Monitoring Report, including Policy Commitments Tracker (reporting to Cabinet 16 December) Richard Rowlands, Corporate Improvement Manager • Identify a Cabinet Member to attend to monitor the implementation and impact of budget decisions.
<p>Meeting 11 11th February</p>	<p>Hold for budget scrutiny</p>
<p>Meeting 12 11th March</p>	<ul style="list-style-type: none"> • 3rd Quarter Budget Monitoring Report, including Budget Savings Tracker Mike Hawes, Head of Finance & Performance • Identify a Cabinet Member to attend to monitor the implementation and impact of budget decisions.
<p>Meeting 13 15th April</p>	<ul style="list-style-type: none"> • 3rd Quarter 2014-15 Performance Monitoring Report, including Policy Commitments Tracker (reporting to Cabinet 17 March) Richard Rowlands, Corporate Improvement Manager • Annual work plan review

Agenda Item 7

Report of the Chair

Scrutiny Programme Committee – 24 November 2014

SCRUTINY WORK PROGRAMME 2014-15

Purpose	This report explains the background and purpose of the scrutiny work programme, and current position of all scrutiny activities. The report helps the committee to manage the work of scrutiny to ensure that the work programme is as effective as possible. The report also presents some proposals for agreement.
Content	The scrutiny work programme is attached which refers to work currently active, showing progress with the established Scrutiny Panels and Working Groups. A work plan timetable for future committee meetings is also included.
Councillors are being asked to	<ul style="list-style-type: none">• accept or make changes to the committee's work plan timetable, and plan for the meetings ahead (<i>Appendix 1</i>)• review progress of established Panels and Working Groups (<i>Appendix 2 & 3</i>)• endorse proposed scrutiny activities in relation to Transformation of Adult Social Services (<i>paragraph 4.5</i>)• identify two further topics for inquiry (<i>section 5</i>)• consider the information about future cabinet business and any opportunities for pre-decision scrutiny (<i>Appendix 5</i>)
Lead Councillor	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

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

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

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

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

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

2. **Methods of Working**

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

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

- a) **Inquiry Panels**: to undertake discrete in-depth inquiries into specific and significant areas of concern on a task and finish basis. These would be significant topics where scrutiny can make a real difference. 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 The committee is asked to endorse proposals for scrutiny which have been indentified by the following group:
- 4.5 **Transformation of Adult Social Services (TASS) Panel - convener Cllr Uta Clay**
 - 4.5.1 This work will involve close scrutiny of the TASS Programme and effectively represents a hybrid of an Inquiry Panel and Performance Panel.
 - 4.5.2 The Panel is proposing to provide challenge and assurance in respect of the TASS programme and examination of various aspects. The overall aim is to structure the Panel's work plan against key decisions in the TASS process (the Cabinet Member has been asked to provide the 'timeline').
 - 4.5.3 The Panel will commence with a development session that the Centre for Public Scrutiny has volunteered to facilitate. This development session will also identify whether / how gaps in expertise should be filled through, for example, additional members, 'expert' co-optees or members of the public/service users. The Centre for Public Scrutiny is also providing additional support for questioning strategies.

- 4.5.4 The Panel may undertake some research with service users and frontline staff e.g. through focus groups.
- 4.5.5 The Panel will raise issues and make proposals through letters during the course of its work and through a final report at its conclusion – with an interim report delivered to the Scrutiny Programme Committee in April.

5. Current and Future Inquiries

- 5.1 A number of scrutiny inquiries have recently concluded and final reports presented to the committee for submission to cabinet. There is capacity for further inquiries to be undertaken. The current position in terms of inquiries is as follows:

Education Inclusion – the Panel’s work had been suspended earlier this year, shortly after being established, to allow for an independent review into education other than at school services to be completed. The independent report was considered by the Panel in October and it is expected to meet again before the end of 2014 in order to consider the authority’s action plan. At that point the Panel will consider whether / what further scrutiny activity is required. Any specific proposals will be reported back to the committee for agreement.

Corporate Culture – a pre-inquiry working group was established to consider the topic and identify specific proposals for scrutiny. The committee agreed that an in-depth inquiry will only follow if the group concluded 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 met on 12 November and following discussion agreed that an in-depth inquiry should be carried out focusing on creating a can do corporate culture. It will be drafting terms of reference for this work, which will be reported to the committee for agreement.

- 5.2 The committee is invited to review the scrutiny work programme and identify two further inquiry topics. Based on discussion in July the committee had identified the following as the next inquiry topics, in order of priority:

a) School Governance

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

b) Mental Health Services

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

(As previously agreed a pre-inquiry working group would be the first step for any new topic and will allow the group to propose terms of reference of any inquiry for the committee to endorse)

5.2.1 The committee should confirm these as the next inquiry topics but may wish to consider other topics.

5.3 The following list reflects back on the other issues which emerged from the annual scrutiny work planning conference, not already included in the work programme, should the committee wish to review priorities:

- Services for those with Learning Difficulties
- School Readiness
- Obesity / Lifestyle

5.4 The committee should also note that there are also 4 further Working Groups expected to meet over the course of the year which may give rise to inquiry proposals:

- Sustainability
- Target Areas
- Roads / Highway Maintenance
- Young Carers

6. Monitoring the Work Programme

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

7. Pre-Decision Scrutiny

7.1 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.

- 7.2 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.
- 7.3 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.
- 7.4 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.
- 7.5 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
- 7.6 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
- 7.7 Following the committee's request for pre-decision scrutiny of the 'Proposed Lease of Underhill Park to Mumbles Community Association', the committee met on 13 November to consider the report. The views of scrutiny are to be reported to Cabinet meeting of 18 November. A letter has been sent to the lead Cabinet Member, Councillor Mark Child and the response will be reported back to the committee in due course.

8. Financial Implications

- 8.1 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.

9. Legal Implications

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

Background papers: None

Date: 14 November 2014

Legal Officer: Nigel Havard
Finance Officer: Carl Billingsley

Appendices:

- Appendix 1: The Committee Work Plan 2013/14
- Appendix 2: Scrutiny Activity Timetable
- Appendix 3: Progress of Panels and Working Groups
- Appendix 4: Scrutiny Councillor / Officer Leads
- Appendix 5: Forward Look (Cabinet Business)

Scrutiny Programme Committee – Work Plan

Standing Agenda Items:

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

Items for Specific Meetings:

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

1 Sep	<ul style="list-style-type: none"> Progress Report – Service Improvement & Finance Performance Panel 	<ul style="list-style-type: none"> Councillor Mary Jones, Convener attending to update on headlines from the Panel’s work and achievements.
	<ul style="list-style-type: none"> WAO Scrutiny Report: Good Scrutiny? Good Question! 	<ul style="list-style-type: none"> To hear from Wales Audit Office about the findings and recommendations of the audit report and implications
29 Sep	<ul style="list-style-type: none"> Future Cabinet Member Question Sessions 	<ul style="list-style-type: none"> Report setting out arrangements for a new programme for questioning of cabinet members following recent changes in the executive
	<ul style="list-style-type: none"> Progress Report – Schools Performance Panel 	<ul style="list-style-type: none"> Convener attending to update on headlines from the Panel’s work and achievements.
	<ul style="list-style-type: none"> Final Inquiry Reports: § Public Engagement 	<ul style="list-style-type: none"> To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision
	<ul style="list-style-type: none"> Improving Communication and Public Engagement with Scrutiny 	<ul style="list-style-type: none"> 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!)
	<ul style="list-style-type: none"> Annual Local Government Performance Bulletin 2013-14 	<ul style="list-style-type: none"> To ensure awareness of content of the Local Government Data Unit ~ Wales report and use to support the scrutiny of service performance
	<ul style="list-style-type: none"> Future Trends for Swansea 	<ul style="list-style-type: none"> 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
27 Oct	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> tbc
	<ul style="list-style-type: none"> Final Inquiry Reports: § Streetscene 	<ul style="list-style-type: none"> To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision
	<ul style="list-style-type: none"> Progress Report – Child & Family Services Performance Panel 	<ul style="list-style-type: none"> Councillor Paxton Hood-Williams, Convener attending to update on headlines from the Panel’s work and achievements.
	<ul style="list-style-type: none"> Future Trends for Swansea 	<ul style="list-style-type: none"> 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.

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

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

To be scheduled:

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

Other:

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

Scrutiny Work Programme 2014-15

Appendix 2

ACTIVITY	November	December	January	February	March	April		
Scrutiny Programme Committee	24 26*	8*	22	19	16	16	13	
Inquiry Panels				* special meetings				
Current:								
Public Engagement (started Sep 2013)								
Streetscene (started Oct 2013)		16						
Social Care at Home (started Jan 2014)								
Education Inclusion (started Feb 2014)								
Follow Up:								
Services for LAC (Cabinet 17/9/13)								
Public Transport (Cabinet 12/11/13)								
Affordable Housing (Cabinet 3/12/13)		2						
Tourism (Cabinet 14/1/14)	17							
Economic Inactivity (Cabinet 3/6/14)								
Attainment & Wellbeing (Cabinet 1/7/14)								
Inward Investment (Cabinet 20/1/15)								
	Key for Inquiries:							
	Scoping		Evidence Gathering		Final Report		Cabinet	Follow Up
Performance Panels								
Child & Family Services		24	15	19	16	16	13	
Service Improvement & Finance	12	4	10	14	11	11	15	
Schools Performance	10	13	11	22	19	19	16	
Local Service Board (multi-agency panel)		17		26		23		
Other Panels / Working Groups								
Planning Service								
Car Parking	6							
Local Flood Risk Management		13						
Corporate Culture		12						
Transforming Adult Social Services			8					

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 is currently scheduled for 20 January Cabinet Meeting.

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 was 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 Cabinet on 16 December.

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's final report will be presented to the Scrutiny Programme Committee on 22 December. Subject to agreement it will be formally presented to Cabinet in January.

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 again once the action plan arising from the independent review is available for discussion in early December. The Panel will then consider whether / what further scrutiny activity is required. Any specific proposals will be reported back to the committee for agreement.

2. Pre-Inquiry Working Groups:

a) **Transformation of Adult Social Services** (convenor: Uta Clay)

This pre-inquiry working group met on 13th 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.

Dates for the initial meeting are being sought.

b) **Corporate Culture** (convenor: Cllr Andrew Jones)

This pre-inquiry working group met on 12 November with an overview of the subject from the Corporate Director and the Organisational Change Manager. The Working Group agreed that an in-depth inquiry

should take place and with agreement from the Scrutiny Programme Committee will proceed to putting together their terms of reference for this work and start their evidence gathering.

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	April 2015

4. Performance Panels:

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

See separate report in item 7 of the agenda.

b) Schools Performance (convener: Cllr Fiona Gordon)

The Panel met on the 13 November to look at the affect of behaviour including the affect drug and alcohol issues have on school performance. This included looking at written feedback from schools on the issue. On 11 December the Panel will look at the Annual Education Performance Data.

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

The Panel met on 17 November and held discussions with Health and Police representatives on the LSB Executive Group. 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 also looked at good practice examples of work undertaken by other LSBs in Wales.

The Convener met with the Chair of the LSB Scrutiny Panel in Bridged in order to learn from their experiences. The outcomes of the discussion will help the Panel shape their approach to the work plan.

The Panel's next meeting will take place on 26 January where they will meet with Councillor Rob Stewart, the new Chair of the LSB in order to gather his views on the LSB and plans for taking it forward.

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

The panel met on 27th October to consider a progress report on the review and development of the Permanence Services within Child and Family Services. The panel supported the review and development of the Permanence Service. The panel was concerned about whether Barnardos would be able to re-shape their services to meet local authority expectations.

The panel was interested in understanding more about the implementation of the permanence service after the review is completed. It agreed to examine the implementation plan at its meeting in March.

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

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

The Working Group met on 22 September and on 6 November to discuss car parks provision across Swansea, service performance, and plans for improvement. They are currently putting together their Convener's letter to the Cabinet Member outlining their views and detailing a number of recommendations and service improvements.

c) **Local Flood Risk Management** (convener: Cllr Susan Jones)

The Working Group met with Stuart Davies, Head of Transportation and Mike Sweeney, Principal Engineer on 13 November. The purpose of the meeting was to consult the Panel on the progress towards the delivery of the Flood Risk Management Plan, following the production of the more detailed Flood Hazard and Risk Maps. They are currently

putting together their Convener's letter to the Cabinet Member outlining their views and giving a number of comments and recommendations.

d) **Corporate Building and Property Services (CB&PS)** (convener: Cllr Terry Hennegan)

The Working Group met with Martin Nicholls, Chief Operating Officer and Head of CB&PS, on 29 October. The Group received a service briefing to enable questions about the effectiveness of the service, and followed up specific issues raised by Councillors at the work planning conference, including cost of services and charges relating to schools and community centres. The Group made several recommendations, including that a new approach to advice and budget information is developed by CB&PS, which offers a range of options and more creative solutions to help schools and other organisations manage their limited budgets. These have been included in a Convener's letter to the Cabinet Member for Housing & Communities and a response is expected by mid-December.

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

- **Sustainability** (convener / membership tbc) – the relevant cabinet member / officer will be requested to provide an assessment on current plans, priorities, activities and achievements. 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, taking account of specific future risks e.g. food security, climate change, energy supply.

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

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

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

Appendix 4

Lead Scrutiny Councillor / Officer Contacts:

Activity	Lead Councillor	Lead Scrutiny Officer
Scrutiny Programme Committee	Mike Day mike.day@swansea.gov.uk	Brij Madahar (01792 637257) brij.madahar@swansea.gov.uk
<u>Inquiry Panels:</u>		
Inward Investment What can the Council do to influence inward investment into Swansea and the South West Wales region?	Jeff Jones jeff.w.jones@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk
Public Engagement How can the Council improve its engagement practices with the public, staff and external stakeholders?	Joe Hale joe.hale@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Streetscene How well does the Council maintain and keep clean the roads, footways and verges in Swansea, and what changes should it make?	John Bayliss john.bayliss@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Social Care at Home How can Swansea Council and its partners support people to enable them to remain in their own homes?	Uta Clay uta.clay@swansea.gov.uk	Dave Mckenna (01792 636090) dave.mckenna@swansea.gov.uk
Education Inclusion How can the Council improve education for those children who are other than at school?	Cheryl Philpott cheryl.philpott@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk

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

Local Service Board (multi-agency)	Mike Day mike.day@swansea.gov.uk	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk
<u>Other Panels / Working Groups:</u>		
Planning Services	tbc formerly led by Cllr Mark Thomas who is now a cabinet member	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk
Local Flood Risk Management	Susan Jones susan.m.jones@swansea.gov.uk	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk
Car Parking	Tony Colburn tony.colburn@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk
Corporate Building & Property Services	Terry Hennegan terry.hennegan@swansea.gov.uk	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk
Transformation of Adult Social Services	Uta Clay uta.clay@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Corporate Culture	Andrew Jones andrew.jones@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk

FORWARD PLAN
Internal Plan 2014 - 2015

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<p>Amalgamation of Brynhyfryd Infant and Junior Schools.</p>	<p>We are proposing to amalgamate Swansea's last remaining infant and junior schools into an all-through primary school using the existing school sites at Brynhyfryd from September 2015. There is a statutory process to follow. Cabinet have already given approval for consultation and the publication of a Statutory Notice. As no objections were received during the Statutory Notice period, Cabinet now needs to determine the outcome of the proposal.</p>	<p>Kelly Small</p>	<p>Cabinet Member - Education</p>	<p>Cabinet</p>	<p>16 Dec 2014</p>
<p>Budget Consultation and Strategy.</p>	<p>Budget Consultation and Strategy.</p>	<p>Mike Hawes</p>	<p>Cabinet Member - Finance and Strategy (Leader)</p>	<p>Cabinet</p>	<p>16 Dec 2014</p>

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Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Lease Arrangements for the Swansea Indoor Bowls Centre.	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	Wayne Evans	Cabinet Member - Enterprise, Development and Regeneration	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
<p>Procurement of a Waste Partner Contract Award</p>	<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 Cabinet Member - Environment and Transportation</p>	<p>Cabinet</p>	<p>16 Dec 2014</p>
<p>Request to Seek Planning Consent to Enlarge Civic Centre West Car Park.</p>	<p>To create a beneficial use for the site of the former Esso Petrol Station as CCS parking to support the relocation of ABMU/Social Services staff into the Civic Centre.</p>	<p>Geoff Bacon</p>	<p>Cabinet Member - Finance and Strategy (Leader) Cabinet Member - Finance and Strategy (Leader)</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
SWWITCH Deed of Termination.	To seek delegated authority for the Director of Place to sign the Deed of Termination.	Ben George	Cabinet Member - Environment and Transportation Cabinet Member - Environment and Transportation	Cabinet	16 Dec 2014
Vibrant and Viable Places - Award of Regeneration Loan.	To seek Cabinet approval to award a loan to Coastal HA funded from the 2014/15 Vibrant and Viable Places grant award with the loan being repaid to the Council to fund 2016/17 V&VP project commitments.	Neil Ranft	Cabinet Member - Enterprise, Development and Regeneration Cabinet Member - Enterprise, Development and Regeneration	Cabinet	16 Dec 2014
Western Bay - Implementation of a Single Youth Offending Service across Western Bay.	Update Progress towards creation of Regional YOS	Deborah Driffield	Cabinet Member - Services for Children and Young People (Deputy Leader) Cabinet Member - Services for Children and Young People (Deputy Leader)	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
Western Bay Regional Adoption Service Implementation.	There is a Welsh Government requirement to establish a National Adoption Service. As part of the Functional Model Regional Services are required to be in place in five regions across Wales, with Western Bay being one of those regions. The report is to update on the developments and make recommendations for the implementation of the Western Bay Adoption Service.	David Howes	Cabinet Member - Services for Children and Young People (Deputy Leader) Cabinet Member - Services for Children and Young People (Deputy Leader)	Cabinet	16 Dec 2014
Contracts for Home to School Transport Services. (SH 15-20)	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
ICT Contract.	ICT Contract.	Sarah Caulkin	Cabinet Member - Finance and Strategy (Leader) Cabinet Member - Finance and Strategy (Leader)	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
Request for Planning Permission - CCTV at Ty Dewi Sant Sheltered Housing Complex.	Planning permission required for the Housing Service to install a CCTV system at Ty Dewi Sant Sheltered Housing Complex. Where Local Authorities are required to give themselves planning permission, Cabinet approval is required	Paul Burrows	Cabinet Member - Communities and Housing	Cabinet	16 Dec 2014
Update on the Redevelopment of Mariner Street Car Park.	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
District Heating	Report will provide an update of progress achieved to date with the project and seek prioritisation of objectives and guidance for preferred model for delivery of start up scheme.	Paul Jenkins	Cabinet Member - Enterprise, Development and Regeneration	Cabinet	20 Jan 2015

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<p>Planning Application for Land in the Ownership of City & County of Swansea - Pentyla Playing Fields.</p>	<p>Cabinet approval is required to submit a planning application for land at Pentyla Playing Fields seeking permission to develop residential housing on part of the site adjacent to Pentyla Road, Cockett, Swansea.</p>	<p>Paul Jenkins</p>	<p>Cabinet Member - Finance and Strategy (Leader)</p>	<p>Cabinet</p>	<p>20 Jan 2015</p>
<p>Proposed Relocation of Residential Facility at Llys Dewi Sant, St David's Place, Swansea.</p>	<p>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.</p>	<p>Gordon Allison</p>	<p>Cabinet Member - Enterprise, Development and Regeneration</p>	<p>Cabinet</p>	<p>20 Jan 2015</p>

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Vetch Masterplan Review - Report of Public Consultation Exercise.	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	20 Jan 2015
Adoption of a Revised Social Services Complaints Policy.	<p>New legislation has been enacted to bring the Social Services Complaints mechanism into line with other Public Sector complaints mechanisms, in accordance with the WG Model Complaints Policy.</p> <p>The report introduces a newly drafted Social Services Complaints Policy (at Appendix 1) which addresses the new legislative changes and recommends that the new policy be adopted.</p>	Andrew Taylor	Cabinet Member - Transformation and Performance Cabinet Member - Services for Adults and Vulnerable People	Cabinet	17 Feb 2015

Agenda Item 8

Report of the Chair

Scrutiny Programme Committee – 24 November 2014

MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS

Purpose	The Scrutiny Programme Committee is responsible for appointing members and conveners to the various scrutiny panels / working groups that are established. This report advises of relevant matters that need to be considered.
Content	Proposed membership changes are highlighted for consideration.
Councillors are being asked to	<ul style="list-style-type: none">• Agree the conveners / membership changes of Panels and Working Groups, as noted in section 2.• Consider any other actions in respect of scrutiny panel and working group membership.
Lead Councillor(s)	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer & Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

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

2. Revision to Scrutiny Panel / Working Group Membership

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

- nomination of conveners by certain Panels / Working Groups
- expressions of interest

- 2.2 The main points can be summarised as follows:

- Cllr Andrew Jones appointed as convener for the Corporate Culture Panel
- Cllr Terry Hennegan appointed as convener for the one-off Working Group on Corporate Building & Property Services
- Cllr Gordon Walker joining the Local Flood Risk Management Working Group

2.3 New Working Group – Sustainability:

Expressions of interest were invited from all scrutiny councillors and proposed membership is detailed below for agreement:

Labour Councillors: 3

David Cole	Hazel Morris
Sybil Crouch	

Liberal Democrat: 1

Mary Jones (CONVENER)	
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Independent Councillor: 2

Wendy Fitzgerald	Ioan Richard
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Conservative Councillor: 2

Anthony Colburn	
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2.4 The committee should indicate 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: 14 November 2014

Legal Officer: Nigel Havard

Finance Officer: Carl Billingsley

Agenda Item 9

Report of the Chair

Scrutiny Programme Committee – 24 November 2014

SCRUTINY LETTERS

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

1. Introduction

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

overview of this activity over the year – see **Appendix 1**. It also provides for discussion a copy of full correspondence of recent letters where cabinet member responses were awaited and have now been received or where a scrutiny letter did not require a response:

- a) Letter to/from Cabinet Member (Planning Services Scrutiny Working Group – 10 June)
- b) Letter to/from Cabinet Member re. Children & Young People portfolio (Committee Meetings – 7 July & 4 August)
- c) Letter to/from Cabinet Member for Wellbeing & Healthy City (Committee Meeting – 4 August)
- d) Letter to/from Cabinet Member for Finance & Strategy (Service Improvement & Finance Panel Meeting – 17 September)
- e) Letter to/from Cabinet Member for Education (Schools Scrutiny Performance Panel Meeting – 18 September)
- f) Letter to/from Cabinet Member for Services to Children & Young People (Child & Family Services Performance Panel – 29 September)
- g) Letter to Cabinet Member for Adults and Vulnerable People (Transforming Adult Social Services Working Group – 13 October)
- h) Letter to Cabinet Member for Finance & Strategy (Service Improvement & Finance Panel Meeting – 15 October)
- i) Letter to Cabinet Member for Services for Children & Young People (Service Improvement & Finance Panel Meeting – 15 October)
- j) Letter to Cabinet Member for Education (Education Inclusion Inquiry Panel – 23 October)

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 The request to change the deadline for cabinet member responses to 21 days will be included in a report to Council, along with other amendments to the constitution, on 2 December, as this requires a change to the Scrutiny Procedure Rules.

2. Legal Implications

2.1 There are no legal implications.

3. Financial Implications

3.1 There are no financial implications.

Background Papers: None
14 November 2014

Legal Officer: Nigel Havard
Finance Officer: Ben Smith

Scrutiny Letters Log (May 2014 – April 2015):**Letters since 8 May 2014:**

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No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-1	Wellbeing Performance Panel (12 May)	<ul style="list-style-type: none"> Telecare & Community Alarm Service 	Wellbeing	13 May	N/A	9 Jun
14/15-2	Committee (14 Apr)	<ul style="list-style-type: none"> Cabinet Member Question Session 	Anti-Poverty	11 Jun	3 Jul	4 Aug
14/15-3	Wellbeing Performance Panel (2 Jun)	<ul style="list-style-type: none"> Child & Family Services Performance Monitoring Factors that influence which schools looked after children are placed in 	Wellbeing	17 Jun	14 Jul	4 Aug
14/15-4	Committee (9 Jun)	<ul style="list-style-type: none"> Further letter following Cabinet Member for Place response re: Public Transport, Blue Badge Scheme and Waste Management. 	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"> • Performance levels • Planning conditions • Communications issues • Planning and building control • Training issues • Pre-committee meetings • Statutory consultees • Future meetings 	Place (referred to Cabinet Member for Enterprise, Development & Regeneration)	2 Jul	22 Oct	24 Nov
14/15-6	Service Improvement & Finance Performance Panel (11 Jun)	<ul style="list-style-type: none"> • Saving targets/staffing issues • Council tax • ICT contract • Budget scrutiny • HRA changes 	Finance & Resources	2 Jul	18 Jul	4 Aug
14/15-7	Wellbeing Performance Panel (16 Jun)	<ul style="list-style-type: none"> • Telecare • Transforming Adult Social Services • Adult Services quarterly monitoring 	Wellbeing	28 June	5 August	1 Sep
14/15-8	Wellbeing Performance Panel (30 Jun)	<ul style="list-style-type: none"> • Unallocated cases in Child & Family Services 	Wellbeing (referred to Child & Family Services Panel)	8 Jul	N/A	N/A
14/15-9	Schools Performance Panel (3 Jul)	<ul style="list-style-type: none"> • Tackling poor performing teachers and recruitment of senior staff in schools 	Learning and Skills	21 Jul	Not required	4 Aug
14/15-10	Wellbeing Performance Panel (14 Jul)	<ul style="list-style-type: none"> • Letter to Chair of Scrutiny on operation of the Panel 	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"> Corporate Improvement Plan 	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"> Affordable Housing Welfare rights training for staff Sustaining Council tenancies 	Wellbeing Place	6 Aug	3 Sep	29 Sep
14/15-13	Committee (7 Jul & 4 Aug)	<ul style="list-style-type: none"> Cabinet Member Question Session Draft Children & Young People's Rights Scheme 	Opportunities for Children & Young People (referred to Cabinet Member for Services for Children & Young People)	10 Sep	4 Nov	24 Nov
14/15-14	Committee (4 Aug)	<ul style="list-style-type: none"> Cabinet Member Question Session 	Wellbeing	10 Sep	17 Nov	24 Nov
14/15-15	Wellbeing Performance Panel (11 Aug)	<ul style="list-style-type: none"> Monitoring disability services for adults 	Wellbeing	28 Aug	2 Sep	29 Sep
14/15-16	Service Improvement & Finance Performance Panel (20 Aug)	<ul style="list-style-type: none"> Flying Start Programme Issues relating to Sustainable Swansea Budget Strategy: <ul style="list-style-type: none"> Public engagement with the budget Digital services Governance structures for Sustainable Swansea 	Finance & Resources	11 Sep	18 Sept	29 Sep

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-17	Schools Performance Panel (21 Aug)	<ul style="list-style-type: none"> • Elective Home Education 	Learning and Skills, Opportunities for Children & Young People (referred to Cabinet Member for Education)	9 Sep		
14/15-18	Service Improvement & Finance Performance Panel (17 Sep)	<ul style="list-style-type: none"> • Budget Engagement Strategy • Council's new Community Action Fund • WAO Annual Improvement Report • End of Year Financial Report • End of year financial monitoring report 	Finance & Strategy	13 Oct	28 Oct	24 Nov
14/15-19	Schools Performance (18 Sep)	<ul style="list-style-type: none"> • Consistency and support for schools by Education Improvement Services 	Education	10 Oct	21 Oct	24 Nov
14/15-20	Child & Family Services Performance Panel (29 Sep)	<ul style="list-style-type: none"> • Performance Report • Care Leavers Scrutiny follow up 	Services for Children & Young People	21 Oct	11 Nov	24 Nov
14/15-21	Service Improvement & Finance Performance Panel (15 Oct)	<ul style="list-style-type: none"> • Flying Start Programme 	Services for Children & Young People	6 Nov	Not required	24 Nov

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-22	Service Improvement & Finance Performance Panel (15 Oct)	<ul style="list-style-type: none"> 1st Quarter Performance Monitoring Report and Annual Performance Report 	Finance & Strategy	6 Nov	Not required	24 Nov
14/15-23	TASS Working Group (13 Oct)	<ul style="list-style-type: none"> Scrutiny engagement in the TASS process 	Adults & Vulnerable People	6 Nov	Not required	24 Nov
14/15-24	Child & Family Services Performance Panel (27 Oct)	<ul style="list-style-type: none"> Permanence Service 	Services for Children & Young People	6 Nov		
14/15-25	Education Inclusion (23 Oct)	<ul style="list-style-type: none"> Independent report on the Education Other Than At School Service 	Education	10 Nov	Not required	24 Nov
14/15-26	Corporate Building & Property Services (29 Oct)	<ul style="list-style-type: none"> Cost effectiveness of service Relationship with schools Apprentice scheme & Community Benefits Measure Improvements to advice and budget information provided to clients 	Housing & Communities	11 Nov		
14/15-27	Special Committee (13 November)	<ul style="list-style-type: none"> Pre-Decision Scrutiny: Proposed Lease of Underhill Park to Mumbles Community Association 	Wellbeing & Healthy City	14 Nov		



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor June Burtonshaw
Cabinet Member for Place

BY EMAIL

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Scrutiny

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Our Ref
Ein Cyf:

Your Ref
Eich Cyf:

Date
Dyddiad:

2 July 2014

Dear Councillor Burtonshaw,

Planning Services Scrutiny Working Group – 10 June 2014

As you are aware a Scrutiny Working Group was set up in December 2013 in order to look at performance issues relating to the Planning Service and in particular the area of planning enforcement. A number of recommendations were made by the Group, which you responded to via letter. It was agreed that the Working Group would reconvene in June 2014 in order to see whether anticipated improvements in performance levels had been achieved. This meeting was held on 10 June.

We are grateful to the officers who attended, Ryan Thomas and Phil Holmes, who engaged in a full and frank discussion with the Working Group. A report was prepared by the officers, which gave details of the progress made regarding our previous recommendations and provided us with up-dated performance indicators.

This letter reflects the main issues discussed together with our views. We will also be sharing this with the Scrutiny Programme Committee.

Performance Levels

We found that there has been no improvement in the number of unresolved enforcement complaints and that the target to resolve cases within 12 weeks has not been achieved.

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We understand that the level of complaints is particularly high, therefore it will be difficult for the limited number of enforcement officers to immediately make a significant reduction, especially when factoring in the need for resource intensive court cases. Despite this, we had anticipated that there would have been some improvement 6 months after our initial meeting. We appreciate the determination of officers to address the backlog and were informed that whilst more resources have been made available and staffing levels have improved, other factors have impacted on the full complement of staff being available. However, officers advised us that they are confident that the team is now on a more even keel and that improvement will now start to be made.

It would be helpful for the Panel to put performance levels into context by considering comparative information from similar sized, urban authorities. Both in terms of the level of resources they have available to deal with planning enforcement and their performance levels. We would be grateful if you could provide us with this information.

We were also previously informed that the planned re-organisation of the service was intended to contribute to improving performance. Officers advised us that progress on this has been delayed and is anticipated to be completed by the end of July 2014. Please could you confirm the revised timescales for the restructure, including the expected date for the full implementation of the Idox Document Management System.

Planning Conditions

We discussed the issue of planning conditions, as Members raised concerns regarding the ability of the Authority to monitor the implementation of these. We would be interested to hear your views on whether you feel that the current methods for monitoring implementation of planning conditions are sufficient.

It would be helpful for the Panel to receive data on the number of retrospective planning applications that are made and granted, to help understand the scale of the issue.

Communication issues

Staying with the issue of enforcement, we feel that Members should be better informed about the enforcement activity that is undertaken in their wards. There is an effective system in place to notify ward members of the planning applications that are in place through the weekly lists, but nothing similar for enforcement. Whilst we understand that there may be issues of confidentiality due to the possibility of future court action, we feel that there is still scope to consider ways to provide this information to Members to ensure that they are fully aware of all planning related activity in their wards.

Planning and building control

We previously recommended that you look at the pros and cons of increasing joint working between planning and building control by bringing both functions

within the same service area. You advised that whilst you agreed that potential benefits could accrue if this took place, that the matter was one for consideration be the Chief Executive in any future review of Departmental structures. We were encouraged to see an example of where joint working between the two functions has taken place, i.e. the development of a protocol to deal with listed buildings at risk in order to utilise their respective powers in relation to dangerous situations. However, we still feel that this recommendation would be worth considering further, therefore we propose that you raise the issue with the Chief Executive.

Pre-committee meetings

We were provided with feedback in respect of our previous recommendation that the Authority looks into the development of a system for pre-committee discussions to enable officers to help Members understand the planning issues that will arise at the meeting. We were informed that officers in Legal and Democratic Services raised concerns regarding the potential to expose Members to allegations of pre-determination. However, we feel that further consideration should be given to this, with definitive legal advice provided on the issue. We feel that a briefing in advance of a committee meeting would be no different to an individual councillor seeking advice from officers, and therefore would ask that you reconsider this recommendation and ask officers to look to introduce a mechanism that allows Members to gain clarification on issues prior to Committee meetings.

Training issues

We previously recommended that learning points are developed from cases where Councillors have disagreed with officer decisions. We felt that it would be beneficial to provide Councillors with a 6 monthly review of cases that have been up-held and over-turned to understand the reasons why and hopefully lead to more effective decision making in the future. This has not yet taken place. We were advised that a review of planning decisions with Councillors will form an integral part of the Service's plans to provide a programme of Member training, however we would like this element to be introduced as soon as possible and to be advised on the timetable for Member training.

Statutory consultees

We were made aware that there are significant external factors that impact on the Authority's ability to meet national performance indicators to determine major applications within 13 weeks and minor applications within 8 weeks. Particularly in respect of the time it takes statutory consultees such as Welsh Water to respond, and that the timescale of 14 days is rarely met by some. We feel that more work should be done to establish why this is the case and measures put in place to try to address any issues.

Future meetings

Considering the fact that enforcement performance levels remain unchanged and that there are significant changes in the planning system forthcoming with the anticipated Planning Bill, we feel that further meetings of the Working

Group are merited. In addition, the planned restructure of the Planning Service, which is intended to contribute to improving performance, has been delayed, therefore we believe that the Working Group should assess whether these service changes lead to improvements. Consequently, as convener, I am giving thought to appropriate arrangements for any further scrutiny, which the Scrutiny Programme Committee will need to consider in due course.

In summary we recommend that you:

- Provide comparative information from similar sized, urban authorities regarding the level of resources they have available to deal with planning enforcement and their performance levels.
- Give your views on whether you feel that the current methods for monitoring the implementation of planning conditions are sufficient.
- Provide data on the number of retrospective planning applications that are made and granted, to help understand the scale of the issue.
- Confirm the revised timescales for the restructure, including the expected date for the full implementation of the Idox Document Management System.
- Discuss with the Chief Executive our previous recommendation to explore the pros and cons of moving Building Control under the management of the Head of Economic Regeneration & Planning.
- Give further consideration to our previous recommendation which proposed the introduction of pre-committee briefings and ask officers to look to introduce a mechanism that allows Members to gain clarification on issues prior to Committee meetings.
- Provide the timetable for the development of the Members training programme, and introduce the element that will provide Members with learning points from cases that have been up-held and over-turned as soon as possible.
- Examine the reasons why some statutory consultees fail to respond to planning application consultations within the required timescales and consider whether measures can be put in place to improve this.

We look forward to receiving your reply. It would be helpful if you could respond by 1/8/2014, so that we can report our correspondence to the Scrutiny Programme Committee in a timely fashion.

Yours sincerely,

A handwritten signature in black ink that reads "Mark Thomas". The signature is written in a cursive style with a large initial 'M' and a long, sweeping tail on the 's'.

COUNCILLOR MARK THOMAS

Convener, Planning Services Scrutiny Working Group

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CITY & COUNTY OF SWANSEA / DINAS A SIR ABERTAWE
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Planning Services Scrutiny Working
Group

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Our Ref:

Date:

22nd October 2014

Re: Planning Services Scrutiny Working Group – 10th June 2014

I refer to your letter received 2nd July 2014 regarding the above and please accept my apologies for the delay in responding to you.

Firstly, I would again like to thank you as Convener and the Members of the Scrutiny Working Group for your work, for your focus on key elements of the Planning Service and for your further recommendations for improvement. I comment below on the points raised.

Enforcement Activity

Directly comparative data for other Authority's regarding the resources they have available to deal with planning enforcement is not readily available or published and it has proven difficult to obtain such data from other Authority's, not least because of differences in the structure and make up of each service.

Welsh Government do, however, record data on the performance of other Authority's in Wales in terms of the resolution of cases within 12 weeks which is reproduced at Appendix 1. Whilst performance is low when measured against this indicator this data illustrates that Swansea resolved some 746 enforcement cases in the 12 months to June 2014 which is more than any other Authority in Wales and significantly more than comparable sized Local Planning Authorities namely Cardiff (671), RCT (508) and Carmarthen (403).

It is acknowledged that enforcement investigations are very often responsive to complaints given the available resources and scale of complaints the service is currently facing. However as has previously been discussed Building Control records are accessed by the Enforcement Team to establish when development has commenced on site and where "prior to commencement" conditions have not been discharged an enforcement case is set up.

This is then recorded as an enforcement complaint and investigated by the relevant area enforcement officer. Whilst this is an effective mechanism to establish where a breach of planning control may have taken place you will appreciate that the investigation and subsequent resolution of such a case may take some time to resolve.

- Continued -

To receive this information in alternative format, please contact the above.
I dderbyn yr wybodaeth hon mewn fformat arall, cysylltwch a'r person uchod.

We welcome communications in English and Welsh.

Rydym yn croesawu gohebiaeth yn y Gymraeg a'r Saesneg.



Whilst there has been some disruption in this process this year I am comfortable that the monitoring mechanism in this respect is robust, however, there are clear issues, as has previously been discussed, with the subsequent resolution of such breaches of planning control, where they occur. In this respect the Enforcement Team is now fully staffed and I am confident that there will be an improvement in performance although this may take some time to be reflected in the time related performance indicators set for the service, as older backlog cases are resolved.

In view of the above, therefore, and whilst I understand the logic behind your recommendation I do not consider it necessary, at this stage to recommend that the Building Control Service be moved under the management of the Head of Economic Regeneration & Planning.

I attach as Appendix 2 data on the number of retrospective applications received over the past 3 years and the outcome. These represent a small number of the total applications determined by the Authority over this period (13%) with an average approval rate of some 78% although these figures do illustrate that a large number of unauthorised developments can be regularised through this mechanism.

In this respect it is anticipated that proposals in the Draft Wales Planning Bill to allow Authorities to issue a notice to require the submission of a planning application will assist in bringing such complaints to a more speedy resolution via this mechanism.

Planning Restructure

I can confirm that the restructure of the Service was formally introduced at the end of June but that interim management arrangements were in place until 10th August 2014 pending the re-organisation of the office layout which has now been completed.

Officers are now, therefore, working towards the introduction of revised business processes to “front load” the planning application process and provide a greater focus on providing advice prior to the submission of a valid planning application. This is seen as providing two benefits, firstly providing applicants with advice as early as possible in the process so that they can make better informed judgements about the nature, form and design of their scheme as early as possible in the process and secondly, reducing the need for negotiation during the statutory 8 week period to improve performance when assessed against this statutory measure.

Pre-Committee Briefings

I have considered the recommendation of the Working Group relating to pre-committee briefings and am conscious that Committee structures and protocols are currently being reviewed by Welsh Government following consultation on the Draft Wales Planning Bill. I propose, therefore, that the Authority await the outcome of this consultation and the publication of the Wales Planning Bill later this year, which may have wider implications for current governance arrangements in this Authority, before we consider this matter further.

Member Training

I have discussed this matter with the Development, Conservation & Design Manager who will provide a series of sessions with Members after the Area 1 and Area 2 Committee's in January 2015 and provide learning points on specific appeal cases including those relating to applications over-turned by Members at Committee.

Statutory Consultees

The Authority actively engages with its colleagues in a number of statutory agencies and at a variety of levels to consider service delivery issues for example in the agreement of a Memorandum of Understanding signed by Welsh Water, Natural Resources Wales and both this Authority and Carmarthenshire Council to release development which discharges foul and surface water to the Burry Inlet.

It is widely acknowledged, however, that competing priorities, objectives and increasing pressures on budgets can inhibit the delivery of sustainable development in a timely manner. The performance of statutory consultees and their engagement with the planning process is, therefore, critical to the success of any proposals to improve the planning system and again is a key issue being considered as part of the current Welsh Government review.

Whilst officers within the Authority will continue to develop a strong working relationship with its statutory partners this Authority has limited scope to introduce measures to directly influence the performance of these agencies although this is an issue, it is anticipated, that will be addressed as part of the Wales Planning Bill.

I trust that the above provides an appropriate response to the issues raised by the Planning Services Scrutiny Working Group. Once again I would like to thank you as Convener and the Working Group as a whole for the positive approach adopted and the constructive recommendations that have been forthcoming. I would, however, be more than happy to provide further clarification or comment on any of the issues raised.

Yours sincerely,

COUNCILLOR ROBERT FRANCIS-DAVIES
Cabinet Member for Enterprise, Development & Regeneration

APPENDIX A

Enforcement Cases Resolved within 12 Weeks by Authority			
Authority	Total No	Within 12 weeks	%
Swansea CC	746	245	33
Bridgend CBC	721	583	81
Cardiff CC	671	354	53
Newport CC	544	401	74
Rhondda Cynon Taf CBC	508	370	73
Wrexham CBC	503	388	77
Caerphilly CBC	444	227	51
Conwy CBC	437	360	82
Neath Port Talbot CBC	414	300	72
Carmarthenshire CC	403	260	65
Denbighshire CC	391	227	58
Ceredigion CC	342	104	30
Flintshire CC	300	245	82
Vale of Glamorgan CBC	298	246	83
Pembrokeshire CC	282	93	33
Monmouthshire CC	282	207	73
Torfaen CBC	269	163	61
Blaenau Gwent CBC	252	160	63
Merthyr Tydfil CBC	234	140	60
Powys CC	207	44	21
Gwynedd CC	183	128	70
Isle of Anglesey CC	163	110	67
Snowdonia NPA	153	85	56
Brecon Beacons NPA	115	30	26
Pembrokeshire Coast NPA	96	71	74
Wales	8958	5541	61

APPENDIX B

Retrospective Planning Applications Determined Per Annum 2011-14								
	2011/12	%	2012/13	%	2013/14	%	Totals	%
Approved	101	78.91	88	77.88	94	76.42	283	77.75
Refused	24	18.75	21	18.58	27	21.95	72	19.78
Not Lawful	2	1.56	0	0.00	0	0.00	2	0.55
Lawful	1	0.78	4	3.54	2	1.63	7	1.92
Total	128		113		123		364	



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

**To/
Councillor Mitchell Theaker,
Cabinet Member for Opportunities
for Children & Young People**

BY EMAIL

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SPC/2014-15/3

*Your Ref
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*Date
Dyddiad:*

10 September 2014

Dear Councillor Theaker,

Re: Cabinet Member Question Session

Thank you for your attendance at the Scrutiny Programme Committee on 7 July 2014 and answering questions on your work as Cabinet Member for Opportunities for Children & Young People. Thank you also for the short written report on headlines from your work which you had submitted ahead of the meeting to provide a focus for the session.

As stated we are writing to you in order to reflect on what we learnt from the discussion, and share the views of the committee. We thought it better to hold back our letter so that we could include comments from our discussion of the draft Children & Young People's Rights Scheme at our 4 August meeting. The specific issues discussed are summarised below:

Play Sufficiency Assessment

We asked about how you have undertaken an assessment of facilities across Swansea and the quality of provision, and plans for improvement. The committee recognised concerns that some councillors had about the absence or lack of play facilities in some local communities.

You accepted that there was variable provision across Swansea and in some cases certainly not fit for purpose. However, you stated that there was insufficient funding in order to improve facilities across the whole of Swansea to acceptable standards therefore a targeted approach has been necessary, with a sum of £300k spent so far on improvements in target areas and Communities First areas.

Cont'd...

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You clarified that the assessment itself (which is an annual requirement) was carried out in conjunction with Swansea University in order to bring a degree of independence to this work. The duty also required the development of an action plan to identify priorities and address deficiencies, but again you stressed a lack of funding would undermine efforts to improve – something which the Welsh Government has recognised. However, where possible the Play Team will press for S.106 agreements to introduce or upgrade facilities where development is taking place.

The committee felt that it was important that information about play provision was readily available and more visible to the public. Further, the committee suggested that more could be done to ensure all councillors were aware of the assessments carried out and issues relating to their areas. It would be helpful if this information was clearly published. Can you provide a copy of the sufficiency assessment or point out where it can be found?

We also asked you to confirm whether play provision supported by community councils was included in the play sufficiency assessment. Thank you for coming back to us on this following the meeting, confirming that the play sufficiency assessment takes account of all play provision within the area, which included provision supported by community councils (which was minimal), and perhaps more appropriately, provision which was funded through the third sector without local authority input, i.e. through Lottery and other funding. It also included private sector provision, although this was also not significant. You clarified that the Red Amber Green assessment of play spaces incorporated community council and privately owned play areas, although of the 146, only 13 were community council – largely on the Gower, and 3 privately owned.

Youth Support Services

We raised concerns about provision for pre and early teenage children, especially those living in more rural areas, and accessing play / youth services. There was also concern raised about a funding gap for youth team work in rural communities. You acknowledged a gap in services specifically for 9-12 year olds and difficulties but stated there were no easy solutions. You gave example of transport opportunities being provided for Stadwen Youth Centre but were not sustainable because of usage. Again you reiterated the fact that whilst a universal service was being provided resources were being targeted under a vulnerability index, which meant focus was not necessarily on the more rural areas. However, you were interested in dialogue with community councils to identify solutions for their areas - could you confirm how you are taking this forward?

You refuted any suggestion that the Youth Support Service was shrinking and provided information about budgetary provision over the last few years, however you accepted the need for improving awareness about the service including information about centres, age groups, hours of opening etc. You

have since informed us that an updated Youth Club directory would be published and that you would confirm the web address to all councillors that gives information about provision across the City & County of Swansea. Can you confirm when this will be done? We also requested a list of any youth clubs which had been closed and the reason why.

Youth Offending Service

We were interested in the new regional collaboration with Bridgend and Neath Port Talbot councils. You explained that the last year had been focussed on the creation of an integrated youth offending service across the Western Bay footprint to achieve efficiencies and improve effectiveness. The aim was to make the service more resilient, improve outcomes for young people who have or are at risk of offending and deliver cost savings. We were aware that Bridgend Council (who were keen to do so) were recently appointed as the lead authority for this service. We were concerned that this authority should not lose control. You stressed that the merger was more about establishing a single management structure and that good local based work in Swansea was continuing on the ground, and that the merger did not mean that decision-making about the service had been passed over to others.

We continue, however, to be concerned about the lack of clarity about scrutiny of collaborative arrangements to ensure that aspirations for services and outcomes are being delivered.

UNCRC

We discussed an issue raised by a member of the public about the relationship between the UNCRC and the sale of surplus school land. The concern raised was about what steps you had taken to seek the views of pupils affected and ensure that this was represented back to decision-makers, particularly given the council's commitment to upholding children's rights.

There were some specific questions asked relating to a certain school and we asked that you correspond directly with the member of the public in order to respond to these.

There was also issue raised about how best interests of children are served when parents cannot get admission into their local school, which may lead to challenge about the authority's regard for the convention and articles. On that point you argued that this does not breach the right to an education and stated that over crowding schools were not in the best interests of children's education.

On the general issue of the UNCRC you felt strongly that it was for schools to make any case against sell offs and the duty would be on schools and schools' councils to consult pupils (if the school felt necessary) and feedback to the authority. You were concerned about the danger of degrading the

importance of the UNCRC by loosely connecting it to issues which were not necessarily children centred. You were clear that the UNCRC was not a lever for parents to use against the authority, and that the UNCRC was all about children not adults.

We also asked whether a children's rights impact assessment and/or other consultation had been undertaken in relation to the remodelling of the EOTAS Pathways Service and any decisions that will affect them. You agreed to clarify this but informed us that current Equality Impact Assessments would cover this and that the implementation of specific children's rights impact assessments would be forthcoming. We note your response since the meeting that informed discussion took place with Children & Young People who were placed in EOTAS settings. However, you stated that the main emphasis of the EOTAS review has been on the range of provision, cost, pupil outcomes and alternative ways of delivering these services.

Draft Children & Young People's Rights Scheme

On 4 August the committee met with Chris Sivers, Director of People, and discussed the report which you presented to cabinet on 29 July on a Children & Young People's Rights Scheme. We understood that the scheme will provide transparency about the processes that will be followed to comply with the due regard duty and commitment to embed the UNCRC.

We were informed that the draft Scheme had been agreed by cabinet for public consultation which will be open until 12 September.

We noted a number of things, including:

- this was possibly the first scheme of its kind and therefore no blueprint existed.
- the role of an officer implementation group and a multi-agency advisory panel in developing the scheme.
- this work has been carried out within existing budgets with the Youth Participation Team playing a lead role.
- some consultation has already been carried out with children & young people and relevant organisations in developing the scheme (the Welsh Government has praised the council's youth participation work as a model for others).
- impact assessments on Children & Young People would be embedded within existing Equality Impact Assessments.
- a training programme was being developed (with free support from the Welsh Government) to promote the rights scheme and improve understanding – tailored for different levels within the organisation
- a formal launch of the scheme was planned to coincide with Children's Rights Day on 20 November.
- there are champions across the council that will help promote and embed the scheme.

- a number of performance measures are being identified.
- an annual report will be produced to facilitate monitoring (including scrutiny) of progress and impact.

The committee raised the following points for your attention:

- the need for robustness of the due regard duty in order to withstand any possible criticism, where decisions could be perceived to be at odds with the commitment.
- ensure clarity about budgetary implications of this work.
- the importance of promoting and raising awareness of the scheme amongst children and young people.
- improving ways in which children and young people can give their views and how assessments of impact are communicated to decision-makers.
- tackling any perception that decision-makers are only paying lip service to children's views.
- the need to monitor the effectiveness of the scheme and its outcomes, and ensure interface with scrutiny is a central component.
- fundamental to the success of the scheme will be ensuring that knowledge and understanding is developed amongst staff and capacity is built within the organisation to implement and mainstream the principles within the council's policy and practices. This would ensure that it represents more than just a 'tick-box' exercise.
- the committee also suggested that, following anticipated adoption of the scheme, consideration be given to including a clause in tender documents and contracts which would place an expectation on those doing business with the Council to have due regard to children's rights.

We would be grateful for your response to this letter. It would be helpful to receive your reply to this letter by 10 October so that it can be included in the agenda of a future committee meeting at the earliest opportunity.

We look forward to meeting you again to follow up on portfolio developments and hearing about achievements and impact.

Yours sincerely,



COUNCILLOR MIKE DAY

Chair, Scrutiny Programme Committee

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CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mike Day
Chair, Scrutiny Programme Committee

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Cyf:
Date / Dyddiad: 3 November 2014

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

Dear Councillor Day

Re: Cabinet Member Question Session

Thank you for your letter dated 10 September 2014 regarding the meeting on 7 July, and 4 August 2014 relating to Cllr Theaker's portfolio as Cabinet Member for Opportunities for Children and Young People.

The specific items discussed and questions you raised in your letter are addressed below:

Play Sufficiency Assessment

Cllr Theaker clarified that the Annual Play Sufficiency assessment (PSA) was carried out in conjunction with Swansea University in order to bring a degree of independence to this work. I believe it is worth noting that for future updates of the PSA, most of the research is likely to be completed internally. It was felt that impartiality would support completion, but the reality is that where the Council directly undertakes research, the contacts and findings generated are more effectively maintained.

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The 'annual requirement' is to provide an annual action plan, which we currently have and I can provide if required. The next full assessment will need to be submitted in March 2016, so undertaken from the previous Autumn.

The committee felt that it was important that information about play provision was readily available and more visible to the public. Further, the committee suggested that more could be done to ensure all councillors were aware of the assessments carried out and issues relating to their areas. You felt it would be helpful if this information was clearly published, and you wanted to have a copy of the PSA.

A link to the Assessment and Public summary:
<http://www.swansea.gov.uk/article/7616/Play-for-the-children-of-swansea>

Youth Support Services

You were interested in dialogue with community councils to identify solutions for their areas and wanted us to confirm how this is being taken forward.

The European Rural Development Fund (ERDF) Rural Youth Project will end on the 30th of November 2014, although many of the activities run by the fund have already come to end. Discussions have been ongoing with both the Pennard Community Council and the Mawr Community Council in regards to sustaining suitable youth provision in the Rural Wards and there are a number of positive plans currently in place.

Good progress has been made with Pennard Community who have agreed both financial and volunteer support to continue the Youth Activity night through until the end of March 2015. During this period they are continuing to establish a Community Youth Council who will look to secure further support for the provision post March 2015.

Discussions with Llangennith Community Hall have also developed into a potential plan to secure limited funds and volunteers to continue to underpin a Youth Activities night in the village.

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In Garnswllt discussions are under way but there are still no firm plans in place.

The provision in Craig Cefn Park has now come to an end and there is no plan to continue provision.

Remaining equipment from the Rural Youth Project will be distributed amongst the remaining projects in order to improve their sustainability. Further support is being offered from Swansea Young People Services in the form of advice, guidance and training.

Youth Offending Service

You expressed concern about the lack of clarity about scrutiny of collaborative arrangements to ensure that aspirations for services and outcomes are being delivered. The agreement to date is that a Western Bay Scrutiny Seminar will be held before Christmas for members involved in scrutiny in each of the LAs. This was endorsed by the Chief Executive's Leadership Group and the Leaders/ Chairman/ portfolio holders meeting this month. Any formal arrangements for a regional scrutiny committee will emerge from this session. This should cover the regional Youth Offending Service and the regional Adoption Service.

UNCRC – Draft Children and Young People's Rights Scheme

The Committee raised a number of points which I have addressed below:

- the need for robustness of the due regard duty in order to withstand an possible criticism, where decisions could be perceived to be at odds with the commitment.

We have addressed this by embedding a Children's Rights Impact Assessment within the existing EIA process which asks for consideration of all protective characterises to be considered.

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ensure clarity about budgetary implications of this work

We have a statutory duty to ensure the participation of children and young people and already have 2 officers who carry out this role, these roles will be reviewed to ensure we meet our statutory duty and support and roll out our commitment to the UNCRC at no additional cost.

the importance of promoting and raising awareness of the scheme amongst children and young people

The promotion and awareness raising of the scheme will include all schools in Swansea and our participation network of service providers for children and young people, as a continuous programme of work.

improving ways in which children and young people can give their views and how assessments of impact are communicated to decision-makers

Once the scheme is launched and the EIA includes children's rights impact assessment (CRIA) we will work with groups of children and young people through our existing participation mechanisms like the Big Conversation and Rights Respecting Schools to involve children and young people in the monitoring process of the CRIA, this will be part of the annual report.

tackling any perception that decision-makers are only paying lip service to children's views

The annual report and the involvement of children and young people in the monitoring process will help this process as mentioned above, along with the communication plan which will see the report published.

the need to monitor the effectiveness of the scheme and its outcomes, and ensure interface with scrutiny is a central component.

A performance framework will be developed to capture both quantitative and qualitative aspects of the scheme; again this will be included in the annual report and taken to Scrutiny.

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□□fundamental to the success of the scheme will be ensuring that knowledge and understanding is developed amongst staff and capacity is built within the organisation to implement and mainstream the principles within the council's policy and practices. This would ensure that it represents more than just a 'tick-box' exercise.

Online training will be available for all staff, face to face training and awareness raising will be undertaken for decision makers and senior managers and support will be given to departments to look at ways this can be incorporated into everyday business.

□□the committee also suggested that, following anticipated adoption of the scheme, consideration be given to including a clause in tender documents and contracts which would place an expectation on those doing business with the Council to have due regard to children's rights

We are working with colleagues in procurement to look how this can be incorporated.

I hope this has answered all your queries and I look forward to attending in my role as Cabinet Member for Services for Children and Young People to share more about our achievements in the future.

Yours sincerely



COUNCILLOR CHRISTINE RICHARDS
DEPUTY LEADER & CABINET MEMBER FOR
SERVICES FOR CHILDREN & YOUNG PEOPLE

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CITY AND COUNTY OF SWANSEA
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**To/
Councillor Mark Child,
Cabinet Member for Wellbeing**

BY EMAIL

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SPC/2014-15/4

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

10 September 2014

Dear Councillor Child,

Re: Cabinet Member Question Session – 4 August

Thank you for your attendance at the Scrutiny Programme Committee on 4 August 2014 and answering questions on your work as Cabinet Member for Wellbeing. Thank you also for the short written report on headlines from your work which you had submitted ahead of the meeting to provide a focus for the session.

As stated we are writing to you in order to reflect on what we learnt from the discussion, and share the views of the committee. The specific issues discussed are summarised below:

Transforming Adult Social Services

You stated that the transformation of adult social services was a difficult area but progressing. You felt that this was the most important issue facing this and other councils, with pressure to change models of service delivery. The council's TASS programme was about the changes that are required in Swansea.

We asked about progress and key milestones. We noted the emphasis in prevention and wellbeing through Community Connectors and other means to prevent people needing intervention from Social Services at all, and build up community resilience. You also talked about achievements in relation to reablement and Telecare. You stated that the independent review of Older People's Services was due to report in September and will provide advice and opinion on current provision and how to meet future needs.

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You assured the committee that community connectors were making a difference. However, we asked for figures to show the impact of community connectors and progress across the different areas of Swansea, which you agreed to provide. We also highlighted the need to map social care provision (not just council services) across the area.

Western Bay Health & Social Care Programme

We were concerned that there was still little clarity about the governance arrangements for the regional Western Bay Programme, political accountability, and its interface with scrutiny. You agreed that greater scrutiny of Western Bay was necessary, and encouraged dialogue with the other authorities concerned in establishing appropriate arrangements.

You reminded the committee of the all councillor event on 13 August with the Western Bay Programme Director which will help us to understand why it has been established, who is involved and what it is aiming to achieve. We agreed to await this meeting before considering the way forward in relation to the development of scrutiny of the Western Bay.

Wellbeing in Target Areas

Whilst we are concerned about wellbeing across the whole of the City & County of Swansea an issue was raised about the impact of the target area approach and understanding what is happening in those areas in relation to Flying Start, safeguarding, numbers of looked after children etc. It would be helpful to get a feel of how targeting is working. You agreed that analysis of this issue, and having the right statistics, would be extremely valuable and you undertook to provide us with further information on this.

Case Conferences

We asked about the time taken to organise social services case conferences with partners. An issue was raised about the number of agencies involved in case conferences and often delays in dealing with cases can be blamed on social services when often it depends on the input / information of other agencies. You agreed this can be frustrating but there was dependency on others, although you stated that pressure is put on partners to avoid delays and consequences this may have for families awaiting decisions.

Results Based Accountability in Social Services

We recalled much discussion about Results Based Accountability over the last few years and asked about its use and impact in Social Services. You stated that there has been talk of standardised outcome measures and 'all Wales' parameters within the new Bill and guidance was awaited from the Welsh Government that will help to develop such a performance framework.

Changes to Wellbeing Scrutiny Performance Panel

You felt that although there has been a reduction in Looked After Children numbers and other improvements there needs to be a continued raised profile and welcomed the committee's decision to re-establish a separate Child & Family Services Scrutiny Performance Panel.

You also welcomed the creation of new Panel to focus on the Transforming Adult Social Services (TASS) agenda, looking at the change process and providing critical friend challenge to the proposed or anticipated improvements. It will be important for the Panel to consider the outcome of the independent review into older people's services and how it will be used to progress the transformation of services, and inform budget discussions.

Adaptations

We noted that the waiting times for a Disabled Facilities Grant fell during 2013/14 however the average time taken (263 days) was still a matter of concern. It was unclear exactly how the start and end dates were calculated e.g. did this include waiting times for initial assessment to be carried out. It was difficult for the committee to understand exactly why the process took so long.

Affordable Housing

You acknowledged that the authority was far short of delivering the required level of affordable housing in Swansea. It was acknowledged that performance was influenced by the total housing build in Swansea, which has not been high enough.

There was some concern about whether policies were being applied assertively and our strength to negotiate, particularly when considering planning applications, with regard to affordable housing. We asked what you could do to ensure the authority is more assertive with developers.

Following a question you clarified that it was not easy for the council to just build its own affordable homes. Unfortunately with the funding involved and opportunities available to RSLs it would cost the council twice as much as others.

You stated that work was continuing to explore new models to achieve targets, and we were particularly interested in the different approaches that you were looking at for providing affordable homes.

Please note that the work that scrutiny carried out on affordable housing last year is due to be revisited soon. The Scrutiny Inquiry Panel will be reconvened to follow up on the implementation of its recommendations and the impact of its work.

We would be grateful for your response to this letter. It would be helpful to receive your reply to this letter by 10 October so that it can be included in the agenda of a future committee meeting at the earliest opportunity.

We look forward to meeting you again to follow up on portfolio developments and hearing about achievements and impact.

Yours sincerely,

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

COUNCILLOR MIKE DAY

Chair, Scrutiny Programme Committee

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CITY AND COUNTY OF SWANSEA
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Councillor Mike Day
Chair, Scrutiny Programme Committee

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17 November 2014

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Dear Councillor Day

In reply to your letter of 10 September 2014.

Community Connectors

You asked for evidence of the impact of Community Connectors, so I have attached the review carried out in November 2013, a recent Press release, and a list of clubs helped to be set up by community connectors. Also the CSSIW report, National Review of Commissioning for Adult Social Care in Wales 2013-2014 mentioned Swansea Community Connectors

Good Practice example In the City and County of Swansea the Community Connectors project was introduced as a two year pilot in September 2012 against a backdrop of developing early intervention strategies, financial sustainability and the objective to ensure people's increased sense of well-being. Five "Connector" posts were created primarily to support people to stay independent, reduce social isolation, put people in touch with community resources and support people to move through services. The community connectors are based in local community networks of services provided by health and social services. They develop local community resources and engage people in the early stages of dementia with suitable activities. The local authority has published an evaluation of the first year of the initiative, with many positive results.

Whilst it is difficult to do head counts of exactly how many people community connectors have helped, and to make any calculation about how much help they have been to those individuals, there is clear subjective evidence that their job is worthwhile.

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Welbeing in Target Areas

You wished to know the number of looked after children from Target areas. Please find attached tables showing where these children are from and the caseloads of teams covering these wards.

Adaptions

I have attached a flowchart explaining the process and duration of Disabled Facilities Grants and hope that this helps the committee.

May I apologise for the significant delay in replying.

Yours Sincerely



Councillor Mark Child
COUNCILLOR MARK CHILD
CABINET MEMBER FOR WELLBEING & HEALTHY CITY

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***The Community Connector Project:
An Interim Evaluation***

Adult Services

November, 2013

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



Forward

This interim evaluation of the Community Connector Project sets out the findings of a series of semi-structured interviews with people who have made use of the project, both as people and as professionals. Twelve months in, the conclusion appears to be that people are very positive and professionals are sceptical. As the report acknowledges, these are the same findings of similar projects carried out elsewhere.

The Connectors have built up an in-depth knowledge of their network area and the community activity taking place. Where it has been difficult to identify suitable activity for people, they have set up groups across the city, bringing people together in local facilities and supporting them to take ownership of the group and offer mutual support. Around 250 people with social care needs now get together on a weekly basis to have fun and build friendships.

The Community Connector posts are jointly line managed by Planning Officers and ACM Team Leaders. It is interesting to note that respondents to the evaluation ranged from feeling that the posts should be based and managed solely within ACM Teams to being outsourced to the third sector. Consensus is a long way off.

A key part of the project is working with other departments and agencies, in order to shift the balance from providing support and services to supporting people with social care needs to have ordinary, independent lives. Collaboration and partnership working is central to the sustainability of Social Services, and Connector posts are based in a Communities First office and with the NHS Community Resource Team, as well as in Social Services offices. This may have been at the expense of the visibility of the project with some teams. A rota of hot desking is being put in place to address this. Regular meetings are now being held with staff from a range of agencies working in each network area.

Change is difficult, and embedding change takes time, especially if there is a perception that the change may challenge established roles.

I would like to pay tribute to the five Community Connectors. What they are being asked to do is difficult and different. The first six months of the project were beset by changes in personnel and sickness issues. The remaining staff pulled together and worked to keep the show on the road. Result! Thanks also to the Planning Officers, Team Leaders and partners, and to Matthew Dardecker for carrying out this evaluation.

Heather Hughes
Social care Planning Manager

Executive Summary

- § Project was introduced as a two-year pilot in September 2012 against a backdrop of developing early intervention strategies, financial sustainability and people's The Community Connector sense of well-being.
- § Five 'Connector' posts were created primarily to
 - support people to stay independent
 - reduce social isolation
 - put people in touch with community resources
 - support people to move through services .
- § Now entering its second year, this evaluation report looks back on the first year of the pilot.
- § The results of this evaluative report are largely predicated on a series of semi-structured interviews with professionals drawn from the Social Services department, the Connectors themselves and people referred to the project.
- § A complex picture emerged during the course of the research.
- § The comments received from the interviews with professionals were generally critical in nature. However, given the infancy of the Project this result is perhaps inevitable; indeed, the staff interviewed often qualified many of their statements with a 'newness' caveat.
- § The criticisms received could be seen to coalesce around three themes of 'embeddedness of the Project', 'Communication/ICT problems' and 'organisational issues'.
- § By contrast, service users were extremely positive about the Connectors and their work of connecting people with community resources.
- § Indeed, there were many extremely encouraging stories from service users where they had been assisted to access community groups by the Connectors; in some cases the interventions had transformed lives.
- § Overall, there is much to praise about the project as well as to work on in the second year.

1. Introduction

1.1 Context

- Key policy drivers, within the context of sustainable social care services, continually emphasise the importance of improving people's 'well being' through early intervention and preventative strategies.
- For example, as its name would imply, the new Social Services and Well-being (Wales) Bill, launched in January 2013, places well-being at the forefront of national debate.
- The Bill, too, devotes a section to 'preventative services' in which local authorities have a duty to develop services which, *inter alia*, prevent or delay the development of people's needs for care and support.
- Academic studies, meanwhile, have long shown that one way of maintaining and enhancing wellbeing is through interventions which develop 'social connectedness'.
- From their consultations with older people, for example, Hoban *et al.* (2013, p.5) cite:

"Relationships and social contacts with family, friends and within communities were highlighted as essential to well-being. As well as offering practical support, these connections bring a sense of belonging and feeling valued to older people. They also offer the well-being benefits gained from fun, good conversation and laughter. The contribution of groups and clubs to well-being was frequently mentioned along with volunteering and supporting others."

- In light of an increasing evidence base, a number of initiatives have been piloted with the aim to strengthen and enhance people's 'social connectedness'.
- An early forerunner was the introduction of local area coordination (LAC) in Scotland whereby "local area co-ordinators would each support... individuals and families to build up strong networks, work across traditional service boundaries, work with other agencies and local community groups to promote inclusion and act as an information point" (Stalker *et al.*, 2008, p. 216).
- Similar schemes are now being adopted elsewhere within the United Kingdom and locally through the 'Community Connector Project' – the subject of this report.

1.2 Community Connector Project

- The Community Connector Project was established as a two-year pilot in September 2012 as part of Swansea's Transforming Adult Social Services Programme (TASS).
- The Project can be seen within the national context discussed above of sustainability, early intervention strategies and improving people's well being.
- Five Connector posts were created, each covering the geographical footprint of the Health Community Networks – City, Bay, Penderi, Llŵchwr and Cwmtawe.
- The aim of the Connector role, in essence, is to act as a facilitator: putting people referred to them in touch with local groups to reduce issues such as social isolation and thereby improving wellbeing.
- Referrals are chosen principally by adult social work or intake teams but they can originate from a number of sources, including health colleagues and the third sector.
- The people referred to the Connectors, it was envisaged, would typically have social care needs, possibly but not exclusively lower level needs, and who may benefit from accessing community-based activities.
- Crucially, within the context of sustainability, the Connectors will find, where possible, low or no cost alternatives to traditional 'mainstream' council-run social care services.
- Other aspects of the role can be seen as becoming part of the professional network within their designated communities, establishing, strengthening and enhancing social groups as well as building community capacity.
- September 2013 marks the halfway point of the Connector Project pilot and this report evaluates progress over this first year.

2. Methodology

- The results of this evaluation are largely predicated on a series of semi-structured interviews with Social Services' professionals as well as a sample of service users who had been referred to a Connector.
- That said, a brief (quantitative) analysis of referral data is included in the report (see Section 3).
- Interviewees were asked a number of questions but essentially these questions coalesced around three themes: what worked well, what had not worked so well, and what improvements they thought could be made for the second year of the Project.
- The Social Services' professionals interviewed were three (assessment care management) Principal Officers, eight team leaders covering all adult service areas as well as the Connectors¹ themselves. The Head of Adult Services also provided her own comments on the Project.
- For service users, a non-random purposive sampling frame was used to select participants for telephone interview.
- Purposive sampling is, essentially, where the researcher chooses the sample based on who they think would be appropriate for the study.
- It was not possible to choose a random sampling frame from the referral data because of the incompleteness of the data (not every referral contained a contact telephone number) as well as the fact that those referred sometimes had, for example, a hearing difficulty or perhaps suffered from dementia.
- The limitation of using non-random sample in terms of generalizability is acknowledged.
- Moreover, face-to-face interviews would have proved a more appropriate research method given the individuals in this study; such a method would also have provided, arguably, richer data than that produced by telephone interviews.
- However, face-to-face interviews were simply not possible within the time constraints and resources of this evaluation exercise.

¹ All five current connectors were interviewed – with a further interview taking place with a Connector who had left midway through the first year of the project.

2.1 Selection of service users for telephone interview

- Since the beginning of the project, 329 referrals (Sep 2012 to July 2013) were made. However, referrals were only selected from the last four months (April to July 2013) to ensure that people's experiences of dealing with a Connector were relatively fresh in the mind for when the telephone call was made.
- Since the start of the Project, referral data has been organised around four age groups for management reporting: under 65, 65-74, 75-84 and 85 and over.
- For the four months April – July 2013 the ages of 120 clients were recorded by Connectors.
- The details of these clients were sorted by the age bandings above and a 30 per cent sample taken for each age banding.
- However, identifying individuals appropriate to participate in the study for the reasons stated above proved difficult and, therefore, in the end, the numbers interviewed were slightly lower than 30 per cent per age band (see Table 1).
- In total, 37 people were selected for telephone interview.
- A letter was sent to selected individuals on 22nd August 2013 informing them of the evaluation and requesting their assistance with the research.
- Telephone interviews were conducted in the two-week period of 2nd to 13th September.
- By the end of the two-week period, ten people could not be contacted despite repeated attempts; one referred person, meanwhile, contacted the researcher following the research invitation letter to say that they did not want to receive a telephone interview.
- The number interviewed was thus 26.

Table 1. Selection of service users for telephone interview

Age group	Total number of referrals April - July 2013 where age recorded	Number selected for interview (approximate 30%)
Under 65	45	14
65 -74	20	6
75-84	39	12
85+	16	5
TOTAL	120	37

3. Referral Data

- The sources of referrals are shown in Table 2.
- Interestingly, 'other' is the modal source, slightly greater than Intake.
- This perhaps suggests that third sector and community organisations are on-board with the project.
- The lack of any GP referrals was corroborated by interviews with Connectors who felt that, despite attending GP network meetings and promoting the Project to GP practice staff, take-up was minimal.
- Some Connectors felt that at the start of the Project that they were an underused resource but 'things had begun to pick-up' more recently.
- This is supported by the referral rates: during the first cycle of reporting – September 2012 to March 2013, referrals per month averaged 26; for April to July 2013 the rate increased to 37 per month.

Table 2. Source of referrals Sep 2012-July 2013

Network/ Referral Source	Number of referrals	Per cent
Age Cymru	9	2.74
Dementia workers	5	1.52
GP	0	0.00
Hospital	8	2.43
Intake	65	19.76
LD	8	2.43
MHS (CMHTs and Service Provision)	5	1.52
OP East	34	10.33
OP West	15	4.56
OPMH	5	1.52
Other Community Connector	31	9.42
Self referral	38	11.55
Sensory assessment service	8	2.43
YP	31	9.42
Other	66	20.06
None recorded	1	0.30
TOTAL	329	100.00

- In terms of age, for referrals where age is recorded, the modal group of those referred is under 65 (see Table 3) which accords with the overall breakdown of Social Services clients (see Table 4).

- When comparing the data, there appears to be an over-representation of people referred in the 65-74 and 75-84 and an under representation of those aged 85 plus.
- This is perhaps understandable though given the Connectors' emphasis on supporting people into social groups and the likely different needs of these age groups.

Table 3. Referrals by age group

Age Group	Number of referrals	Per cent
Under 65	72	36.18
65-74	39	19.60
75-84	54	27.14
85+	34	17.09
Total	199	100.00

Table 4. Social Services service users by age group

Age Group	Service users	Per cent
Under 65	2443	38.09
65-74	650	10.13
75-84	1403	21.87
85+	1918	29.90
TOTAL	6414	100.00

- It should be borne in mind, however, that one area of concern discussed in the next section is that the current system of recording of referral data, it was felt, did not necessarily reflect the amount of work done by the Connectors and that both a more flexible and robust method was needed for the second year.
- This caveat therefore needs to be considered when interpreting the data presented above.

4. Professionals' views

- A number of favourable comments about the Project emerged from the interviews with senior managers, team leaders and the Connectors themselves.
- These included the fact that Connectors were well-thought of, were working well as a team and that they were building up an extensive knowledge base of their respective localities.

- One Connector stated that they were told by another professional that ‘they were the missing link’ within the Community: the ‘go to’ person who can signpost, link up and advise both professionals and members of the community when they have an issue they were unsure of.
- However, as perhaps would be expected by a pilot, the critical comments outweighed the positive feedback.
- These critical comments were subjected to a thematic analysis and are presented below.

4.1 Embeddedness of project

- Given the infancy of the project a number of issues emerged which related to the fact that the initiative was, as one interviewee put it, still to be ‘bedded in’.
- For example, assessment and care management staff did not yet feel that they were fully ‘connected’ with the Community Connectors: they felt that the Connectors needed more of a physical presence amongst teams.
- As a consequence, making a referral to a Connector, or the assistance they could provide, was not always in the forefront of social workers’ minds.
- One team leader suggested a regular exchange of personnel with a member of ACM staff attending a Connector team meeting and vice versa.
- Team Leaders were sometimes critical of the suggestions made by Community Connectors, deeming them too simplistic and made without a thorough understanding of the needs of a particular service or the service users themselves.
- There was the view that people were being directed into mainstream social groups without an appreciation of, for example, their learning disability or the fact that they had dementia.
- One team leader added:

“It is important to note that not everyone wants to be linked up with a group. Sometimes you can feel more lonely and isolated if you are misplaced in a group. The CCs seem to be pre-occupied with groups and need to have more skills in working to identify activities for individuals.

- Team leaders acknowledged, however, the embryonic nature of the project and therefore that it was unlikely that the Connectors would already understand the nuances of the different service areas.

- For the second year of the project, though, they felt that the Connectors needed to access training to help them provide more informed choices to those referred to them.
- One Connector, when interviewed, did point to the fact that she did struggle to understand what services she could offer to people other than those over 65, and in particular those presenting with a mental health problem or with a learning disability.

4.2 Communication/ICT

- There often appeared to be a communication breakdown between ACM team and Community Connectors when dealing with cases and, at the root of this problem, appeared to be access to the social care database PARIS.
- At the outset of the project, Connectors were not given access to PARIS given the different emphasis of the roles: the Connectors are light-touch posts.
- Connectors felt that they were often being referred existing clients who were thus already on PARIS.
- Without access to PARIS, they were of the opinion that they did not know the background to the cases they were being referred: they did not know if they had been deemed eligible, whether they were receiving services and, if so, the type and quantity of service as well as if there were potential risks associated with the client.
- Connectors pointed to the fact that they had been asked to find services for service users who, they later found out, were already accessing day centres a number of times a week.
- Connectors also pointed to instances where there was a clear duplication of effort between ACM and Connectors because of a lack of a joint recording system.
- Team Leaders, similarly, felt that their staff were unsure what work had gone on with referrals passed on to Connectors given the absence of a shared ICT system or any agreed feedback mechanism.
- Both a team leader and a Connector separately came up with the similar solution of devising a referral outcome template which can be passed back to ACM teams which is then attached to a service user's record within PARIS.
- While access to PARIS was thought to be a problem, the current system of Connectors using spreadsheets² to record referral data was also thought to be not fit for purpose.

² Referrals are recorded in a Microsoft Excel spreadsheet. The spreadsheet is returned monthly to Planning Officers and the Performance and Information Team so that referral activity can be analysed.

- Connectors gave the view that they were not malleable enough to cope with dealing with updates to historic referrals.
- They were opinion, too, that the spreadsheet did not accurately reflect the volume of work that they had undertaken: given that the spreadsheets only capture referral activity they do not reflect the time taken dealing with enquiries, attending meetings or establishing/organising social groups.
- Finally, from an administrative perspective, the spreadsheets are not conducive to providing management information reports and therefore a more robust method needs to be investigated for the second year of the project.

4.3 Organisational issues

- The current supervision arrangements of Connectors were highlighted by both team leaders and Connectors.
- One team leader thought joint supervision with ACM and planning team was not always easy to arrange; another interviewee thought that ACM were better placed to supervise the Connectors.
- Another commented:

“A radical suggestion is that line management of CCs is transferred to Intake/ACM. Strong feeling that links with Intake/ACM need to be strengthened.”
- A number of interviewees also questioned whether the Connectors should be ‘housed’ within Social Services. One suggested that they should be situated within Community Regeneration while another felt that the Project was best suited to the third sector.
- Elsewhere, it was discussed whether more attention is given to the allocation of one Connector to each of the five Community Networks is too simplistic given the likely variation in workload demands.
- Finally, the issue of transport was a source of constant debate among Connectors and an area that perhaps the Authority needs to give more consideration to.
- Currently, those with eligible needs will typically get transport to services.
- For Connectors, who also deal with those with ineligible needs, organising transport to and from social groups was often difficult: those who were interested in attending a group could be put off by the prohibitive costs of taxis or not being able, due to their physical disability, of catching public transport.

5. Service user views and service user typologies

- Services users spoken to during the telephone interviews were, in the main, very positive about the project.
- Negative comments of any description were very much in the minority.
- Interviewees often praised the energy, professionalism and dedication of the Community Connectors.
- Comments such ‘It’s been a breath of fresh air’, ‘the [Community Connector] is always helpful; always meets us with a smile and a cup of tea’ and ‘it’s a brilliant idea’ underline the positivity toward the project.
- There were also many heart-warming stories of how the Connectors had helped people as exemplified by the following case:

“[The Connector] was dropping leaflets through the house....and then I spoke to her in person. I’m a very reserved person normally.....but she kept telling me to give a social group a try. I never normally go out on my own since my husband died but I’ve started going to a Club and it’s the best thing I’ve ever done...I was really apprehensive about going but once I was there everyone was so friendly.

If I hadn’t gone I’d just be in the house, in the doldrums – it’s the best thing I’ve ever done going to this Club. It’s only two hours on a Tuesday morning but when I can go I really look forward to it. The pub [where Club is] is easy to get to...I have COPD and it’s a flat walk – not far at all and there’s so much going on. Today we had a computer class; there was a chappy there who taught us things....I had difficulty seeing the screen but he showed us how to magnify things. It really is wonderful.

- However, while there was much positivity about the project itself, some interviewed did not always feel it was necessarily ‘right for them’.
- Indeed, after discussions with the Connectors a picture emerged where, if the individual was motivated, the idea of connecting with social groups could really work; for others, however, without this motivation there was little chance of success.
- From the interviews with service users and Connectors it was possible to identify a typology³ of people who had come into contact with the Community Connectors.
- Thus, people referred could often be seen to fall into four types: ‘the networker’, ‘the embracer’, ‘the resister’ and ‘the opposer’.

³ Identifying typologies, that is, classifying individuals according to similar traits, is often used in qualitative research as one way of making sense of textual data (see Gibbs, 2007)

- Within the typology, ‘the networker’ can be seen at one end of the scale as most highly motivated while ‘the opposer’ is at the opposite end of the scale.

5.1 The Networker

- The networker can be seen as someone who embraces the idea of being connected with social groups but takes it a stage further by becoming central to the group, taking on some forms of organisation as demonstrated by the following case:

Mrs A is in her nineties and felt socially isolated as well as suffering from a number of chronic conditions. Although hesitant at first, she was encouraged to attend a social group by a current member who had initially found out about the group from a Connector. Since attending she has thrived: not only does she attend regularly, she helps organise transport for people to get to and from the club and also now acts as a facilitator within the group: Mrs A puts members in touch with people from inside and outside the group who may be able to offer advice and assistance – from how to get a fire alarm to where to get the best deal on a coach holiday.

5.2 The Embracer

- The embracer similarly likes to be connected to a social activity but does not take an active part in the group.

Mr B is 33 years old and lives with his mum and her partner. Mr B was referred to the Connector by a member of the Learning Disability Team as he was looking for social activities that he could engage in as he gets bored at home. The Connector suggested that he attended the social group in a central pub on Wednesdays 11:30am-1:30pm as he is able to travel independently. He thoroughly enjoys attending the group, and has continued to attend the group which has recently moved venue.

5.3 The Resister

- Resisters seem to like the idea of accessing community groups but appear to find a number of excuses why they never can attend.

Mrs C was a self-referral. She asked the Connector to get her involved in a social group. The Connector suggested a few ideas to her and but Mrs C felt that they were all too early in the morning.

The Connector went and visited a friendship club which was in the afternoon and made preparations for Mrs C to attend. The Connector would be taking her the first week.

However, Mrs C spoke to the Connector to say she said she was unable to attend on the first week. The Connector then spoke to her on the phone to

see if she would like to attend the following week; however Mrs C said she was unable to make it as her son was staying with her.

Mrs C has now informed the Connector that she will ring when she decides to go; she is not sure when that will be.

5.4 The Opposer

- Opposers are typically apathetic about the Project and dismiss any suggestions to be connected to a social activity.
- Connectors discussed instances where people they came into contact simply did not want to engage with any idea of being put in touch with a group.
- Other people, however, were dismissive not because they were apathetic but because they were not in the 'right place' to think about it.

Miss D is in her forties. She has recently moved into the local authority from a neighbouring authority. Miss D has a history of drug and alcohol dependency. She suffers from depression and has been in an abusive domestic relationship.

Miss D is angry that her direct payments and services have been stopped. Miss D has been offered a number of ways to access support services by the Connector, such as the mental health charity MIND which includes both a wellbeing group and a women's support group. Miss D has dismissed these suggestions as she was 'not in the right place'.

6. Conclusions

- It is clearly difficult to draw firm conclusions in what is evidently a pilot project in its infancy.
- On the evidence above, however, it appears that there are many similarities with the findings of Stalker *et al.* (2008) in their study of the efficacies of local area co-ordination in Scotland.
- Like this study, professionals, as would be expected in a pilot, were often critical of the project, while individuals and families were positive about the support it could offer – even if it was not necessarily a good initiative for them personally.
- For the second year of the Project, discussions need to take place about a number of issues: these include linkages between ACM and Connector staff, transport to and from social clubs and better data recording systems.

- While there is much work to be done in the second year of the Project, there are examples of where the pilot has assisted people and, in some cases, transformed their lives.

References

Gibbs, G. (2007) Analysing Qualitative Data, Sage, London.

Hoban M, James V, Beresford P, Fleming J (2013) Involving Older Age: The route to twenty-first century well-being, RVS, Cardiff.

Stalker, K., Malloch, M., Barry, M. and Watson, J. (2008) Local area co-ordination: strengthening support for people with learning disabilities in Scotland, British Journal of Learning Disabilities, 36, pp. 215-219.

Kindred spirits connect in city's communities

A new way of working which has helped hundreds of people in our city make new friends within their communities is about to celebrate its second anniversary.

Clubs like the '10 O'Clock Club' in Morriston have been springing up all over the place in Swansea in the last couple of years and much of their success is down to the council's innovative Community Connectors.

The way this project has been encouraging hundreds of people to link up with others in their community to socialise over a cup of tea, enjoy days out or learn a new skill is a real achievement.

Swansea Council's Cabinet Member for Wellbeing and Healthy City, Mark Child said: "Hundreds of people from all walks of life and with different abilities have already benefited.

"Many have joined new or existing groups or clubs because they offer sociable activities and a welcome change of scenery; but more than that, they have helped people to gain confidence and provide the opportunity for them to give something back."

For example, the 10 O'clock Club at the Deer's Leap in Morriston is not only sociable, it has also helped raise hundreds of pounds for the Lord Mayor's Charity, and has made a donation to MacMillan Cancer Support.

Community Connector Corliss Horton said: "For me the beauty of being a Community Connector is in seeing people who may feel isolated or lonely find a new lease of life in their own communities.

"We don't run the clubs. We help set them up by finding good meeting places like community centres or pubs, then we help advertise them and support residents to set up and run them for themselves."

There are currently **five** Community Connectors working for Swansea Council. The team help people who may be at risk of becoming socially isolated find a group or activity in their area which suits their needs and interests.

Clubs supported by Community Connectors also link with local organisations such as Swansea Carers Centre, Age Cymru and The Red Café so that people can get involved in a range of activities that improve their sense of wellbeing.

List of Daytime Social Clubs in Swansea

(supported by Community Connectors)

Lynda Roach

Monday	11:00 – 1:30	Daffodil Club, The City (formerly the Windsor Arms), St Thomas
Thursday	10:00 – 1:30	Daffodil Club, Plough & Harrow, Brynhyfryd
Tuesday	10:30 – 2:00	The Tuesday Club, FOYD Building, Carmarthen Road
Wednesday	11:00 – 2:00	11 o' Clock Club, Topic House, Mayhill
Wednesday	10:00 – 2:00	La Parmigiana, Duke Street

Sheila Thomas

Tuesday	10:00 – 12:00	Hazel Court, Sketty Park
Wednesday	10:00 – 12:00	Willow Court, Clyne Common
Thursday	10:30 – 12:30	Red Café, Mumbles
Friday	10:30 – 12:30	Linden Tree, West Cross

Corliss Horton

Monday	11:00 – 12:30	Forge Fach, Clydach
Tuesday	10:00 – 12:00	10 o' Clock Club Deers Leap, Cwmrhydyceirw (For all ages)
Wednesday	10:30 – 11:45	Wednesday Club Treboeth Community Centre
Thursday	11:00 – 1:00	Action for Elders, Clydach Community Hall

Bev Richards

Tuesday	10:00 – 12:00	Looking Forward Group (For the widowed) Kings Head, Treboeth, (2 nd & last Tues of month)
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Lauren Thomas

Tuesday	1:30 – 3:30	Conservative Club, Gowerton
Wednesday	11:30 – 1:30	Poet's Corner, Oystermouth Road
Wednesday	2:00 – 4:00	Catch up with a Cuppa, Canolfan y Bont

For further information please contact the respective Community Connector listed below.

Lynda Roach	City Health	01792 636215	07880188527
Sheila Thomas	Bay Health	01792 403065	07880188528
Corliss Horton	Cwmtawe	01792 785027	07880188526
Bev Richards	Penderi	01792 586149	07880188529
Lauren Thomas	Llwchwr	01792 487427	07880188525



Wellbeing in Target Areas

Looked After Children by Target Wards 2012/12 - 2013/14

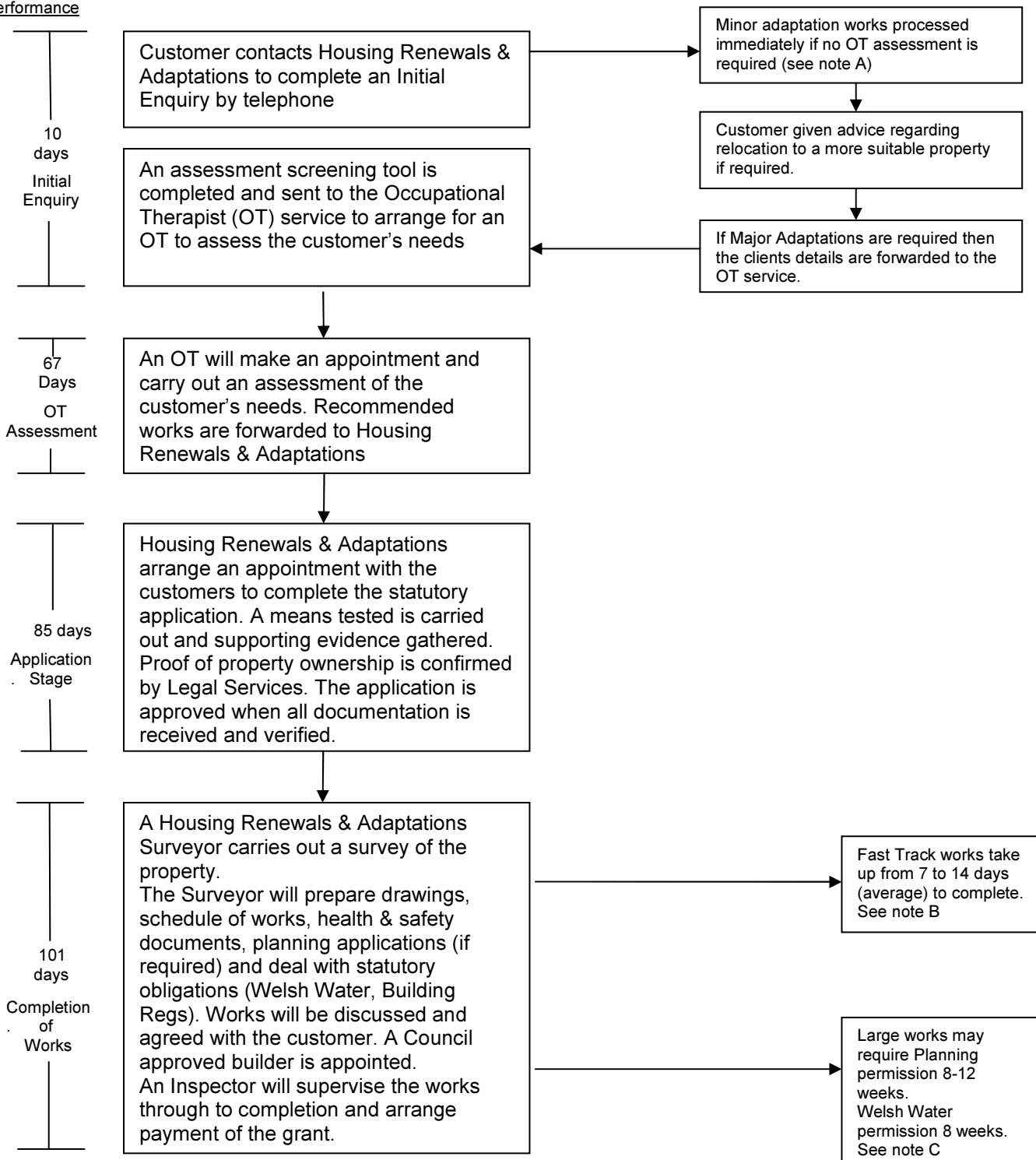
	Total LAC by area during the year					
	2011/12	(% Total)	2012/13	(% Total)	2013/14	(% Total)
Castle	38	4.73%	37	4.39%	29	3.43%
Penderry	151	18.80%	168	19.93%	165	19.50%
Townhill	149	18.56%	133	15.78%	128	15.13%

End of Year LAC Caseload of Target Ward Holding Teams

	End of Year LAC Caseloads by Team						End of Q2 2014/15	
	2011/12	(% Total)	2012/13	(% Total)	2013/14	(% Total)	2014/15	(% Total)
Castle (East Team)	38	6.86%	46	7.82%	29	5.38%	31	6.03%
Penderry (Penderry Team)	59	10.65%	66	11.22%	50	9.28%	54	10.51%
Townhill (Townhill Team)	60	10.83%	76	12.93%	59	10.95%	43	8.37%

Stages of a Disabled Facilities Grant (DFG)

Average Time -
Based on 2013/14
performance



**Total 263 days
2013/14 Average**

Note: A: Minor Adaptations - Grabrails, Handrails, lever Taps, voice entry, door bell, repositioning radiators, power points.
 B: Fast Track works - Bathroom adaptations, ramping, handrail, Galvanised railing, disabled kitchen adaptations, heating, hardstandings, stairlift, small works.
 C: Large Adaptations works - Bedroom extensions, Bathroom extensions, W.C. extensions, attic conversions, door widening, internal improvements, through floor lifts, external lifts, major works.



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Rob Stewart
Leader and Cabinet Member for Finance
and Strategy

BY EMAIL

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*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

13/10/14

Dear Councillor Stewart,

Service Improvement and Finance Scrutiny Performance Panel 17 September 2014

As you have retained responsibility for finance within your portfolio as Leader of the Council, we will continue to correspond with you on the observations and recommendations of this scrutiny panel's deliberations.

The Service Improvement and Finance Scrutiny Performance Panel met on 17 September and we are grateful to the officers who attended namely Lee Wenham (Head of Communications & Customer Engagement), Mike Hawes (Head of Finance & Performance) and Steve Barry (from the Wales Audit Office), for the advice and information they provided.

Public Engagement Strategy

We received a detailed report from the Head of Communications regarding the Council's plans to engage with the public in order to raise awareness of our significant budgetary challenges and to gain understanding of what the public consider to be priorities. We were interested to learn that the consultation is also focussing on what services members of the public and community groups would be willing to take over and run themselves. Swansea Tennis Centre was cited as an example of a facility that has been taken over by its members from the Council and is now run as a social enterprise, as an alternative to it closing down.

We were informed that this stage of the consultation is not about any specific budget cuts, but is rather intended to help the Council understand what is most important to the community and what people are prepared to do for themselves. Therefore the engagement sessions will be focusing on community groups and individuals over the future of council services and their potential role in helping to maintain/run services. This is certainly something that Ward Members can contribute to and we look forward to receiving the engagement packs to enable us to participate in this important conversation. This is alongside a wider campaign of awareness raising through the Swansea Voices Questionnaire and on-line methods, plus engagement with council staff and Members.

We understand that the next stage of the process will be the specific budget proposal, which this Panel expects to be consulted on in due course (as was agreed in previous correspondence with you).

During our discussions on this topic we made a number of specific observations including:

- We previously wrote to you about the Panel having sight of the consultation results as soon as possible in order for us to fully digest the findings before we comment on the budget proposals. We appreciate your agreement to this and look forward to receiving the results in due course.
- We felt that it was important that Ward Members are advised on the groups that are being contacted/engaged within their areas so that they can advise on any gaps/omissions.
- We also felt that whilst there is a launch event planned for early October, it would be beneficial to hold a number of such events in community locations (e.g. leisure centres) to help spread the message further. All local events should include Ward Members.
- Whilst Swansea Tennis Centre has been cited as an example of community members taking control of an asset when the Council could no longer provide it, we expressed concern that the processes are not in place across the Council to facilitate the handover of services to the community. We were advised that where interest for running services/facilities is expressed then the relevant head of service will start negotiations and the needs of each area/service will be different. This is an area that we believe requires further development to ensure there is a standard approach and understanding across the Council.
- We were made aware of the development of the Community Action Fund (with a budget of £300k) in order to aid this work. We wish to emphasise that it is important that Ward Members are fully aware of this fund and how it can be accessed so that they can properly advise their communities.

Wales Audit Office (WAO) Annual Improvement Report

We met with Steve Barry from the WAO, who discussed the Council's Annual Improvement Report. In particular he focused on the forthcoming Corporate Governance Inspection and the importance that the WAO will place on scrutiny arrangements. He identified some issues which had been highlighted regarding our current scrutiny arrangements, in particular the public availability of information regarding the content and outcomes of scrutiny meetings and whether our current arrangements are sufficient. We look forward to participating in the inspection and to hearing the outcomes.

End of Year Financial Monitoring report and 1st Quarter Budget monitoring

As part of our ongoing monitoring of finance performance information we looked at the End of Year Financial Monitoring report and 1st Quarter budget monitoring report.

We noted that 1st Quarter is currently showing a predicted end of year overspend of £1.8m. The Head of Finance informed us that Directors are expected to take action on this. He advised us the Executive Board has strengthened current arrangements for budget monitoring in particular focusing on: quicker reporting; focus on corrective action; increased control; and a specific focus on the large scale savings required. As a result we were advised that Quarter 2 is looking more promising with predicted overspends down to £500-£600k. We will monitor this prediction when we receive 2nd Quarter report in December.

We also looked at the Budget Savings tracker which provided us with a clear picture of progress towards achieving the challenging savings targets. We will continue to monitor the budget savings tracker as part of our quarterly budget monitoring.

A number of questions were raised as a result of this discussion including:

- What is the reason for the overspend in Home/Domiciliary Care older People & Direct Payments?
- What is the reason for the overspend in Mental/Health/Learning Disability placement costs?
- What is the reason for the underspend in Residential Care Older People (*is it linked to the overspend in Home/domiciliary care*)?
- What is the reason for the net increased cost in Leisure Centres provision?
- What is the reason for LAWDC overspend?
- What is the reason for waste staffing overspend?
- Can it be confirmed that the underspend in the Member's Environmental Improvement Budget is carried forward and not used for other purposes?

The Head of Finance has agreed to provide responses to these queries, therefore a response is not required directly from you on these matters.

Future meetings

Turning to our upcoming meetings, we are due to receive the Mid-Year Budget Statement at our meeting on 12 November, therefore please could you confirm if you will be able to attend to discuss this with us?

Finally, as previously directed by the Scrutiny Programme Committee, we have included space in our work plan to hold question sessions with a range of Cabinet Members to monitor the implementation and impact of budget decisions within their portfolios. We plan to invite the Cabinet Member for Education to our November meeting for this purpose. We will be interested in receiving a general update on progress towards achieving savings targets within the education portfolio and the Cabinet Member's views on whether there are any areas of concern or any significant performance issues. We will contact her separately to arrange this.

In summary we recommend that:

- As part of the Budget Engagement Strategy, Ward Members are advised on the groups that are being contacted/engaged within their areas so that they can advise on any gaps/omissions.
- Launch events for the budget engagement process should be held in a number of in community locations to help spread the message further. All local events should include Ward Members.
- Development work is undertaken to ensure there is a standard approach to deal with requests from community groups/social enterprises/members of the public to take over council services/assets and common understanding amongst Councillors and staff of the Council's approach to this.
- Details on the new Community Action Fund are circulated to all Councillors and relevant staff at the earliest opportunity.
- We invite you to attend our meeting on 12 November to discuss the Mid-Year Budget Statement.

It would be helpful to receive your reply to this letter by 10 November. Scrutiny Letters and responses are also included in the agenda of the Scrutiny Programme Committee as the committee maintains an overview of all scrutiny activities, and monitors correspondence. We look forward to receiving your response.

Yours sincerely,



Councillor Mary Jones

Convenor, Service Improvement and Finance Performance Panel

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Overview & Scrutiny / Trosolwg a chraffu

City and County of Swansea / Dinas a Sir Abertawe

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4



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mary Jones
Convenor, Service Improvement &
Financial Performance Panel

BY EMAIL

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RS/SH

28 October 2014

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

Dear Councillor Jones

**SERVICE IMPROVEMENT AND FINANCE SCRUTINY PERFORMANCE PANEL 17
SEPTEMBER 2014**

Thank you for your letter dated 13 October 2014 regarding the above.

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

Public Engagement Strategy

I welcome Ward Members getting involved in the community engagement events. The Members' packs are due to be sent out, if they haven't already been issued, and these will assist Members in their ward discussions.

I agree that Members can play a role in advising which organisations in their areas should be consulted. A list of potential groups will be circulated to Members who can then advise on any groups that should be included. I anticipate launching these events in November and we will be using a number of community locations to engage people.

I agree that it's important the Panel is consulted on specific budget proposals which emerge in the coming weeks and months and I look forward to working with the Panel. Part of this will include providing the Panel with feedback from the public consultation. The recent Swansea Voices feedback will be provided to the Panel shortly.

COUNCILLOR/Y CYNGHORYDD
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LEADER / ARWEINYDD

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CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

- 2 -

I understand that the Head of Poverty and Prevention has recently written to all Members with details of the Community Action Fund and I look forward to their involvement in this new initiative.

End of Year Financial Monitoring Report and 1st Quarter Budget Monitoring

I note that the Head of Finance has agreed to provide a response to your detailed queries directly.

Future Meetings

As you are unaware, unfortunately I am unavailable on the 12 November and will therefore not be able to attend the meeting to discuss the Mid-Year Budget Statement. However, I would be happy to consider an alternative date.

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

Yours sincerely



COUNCILLOR ROB STEWART
LEADER & CABINET MEMBER FOR FINANCE & STRATEGY

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CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

To:
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Cabinet member for education

Please ask for:
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Michelle Roberts

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Date
Dyddiad:

25 September 2014

Dear Cllr Raynor

Schools Performance Scrutiny Panel 18 September 2014

At our panel meeting on the 18 September we spoke to the new Hub Head of Education Improvement along with the Chief Education Officer about consistency and the support for schools from the Education Improvement Service. Helen Morgan-Rees and Arwyn Thomas provided us with a presentation giving some background and addressing some of the questions we had identified prior to the meeting.

Panel members were pleased to hear that the new regional hub, made up of Swansea and Neath Port Talbot, is now fully staffed, has a new head of service and is ready to take this service forward.

The Panel found that systems designed to quality assure and provide consistency in support and challenge for schools were currently being put in place. We were particularly interested to hear about training for Challenge Advisors along with the development of a common approach in relation to the agenda for the autumn term meetings, the use of common criteria and the shared aims and consistent messages being used. We were pleased to hear that it is the aim to have quality and consistency at the heart of the Education Improvement Service.

The Panel were informed that the framework for support was in place identifying schools as Green, Yellow, Amber and Red after their autumn visits. We were pleased to see that there is flexibility in this when it comes to other issues being able to trigger extra support. The Panel were keen to ensure that we are working to support both ends of the performance spectrum i.e. moving those Yellow and Amber in Green and not just targeting support to those identified as Red. The panel also thought it would be good practice for more than one governor to attend their schools autumn visit help to communicate a consistent message around improvement across the governing body.

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The Panel however did have some concerns in relation to

- Consistency of teachers assessments and the gap between external judgements and self evaluation in schools needing to be closer
- That support for Science in schools seems to be the poor relation in the drive to improve literacy and numeracy in schools
- Under the radar underperformance in schools (the panel were pleased to hear that the new data sets from Wales Government will highlight this more clearly)
- The Panel are not convinced that Pupil Deprivation Grants are being used across clusters as opposed to in isolation by schools. The Panel will be looking at this data more closely in December

We were interested to hear about schools sharing expertise and particularly the use of experienced senior staff in schools sharing their expertise by assisting schools that need to improve. The Panel did wish to highlight that we must be mindful that this often is done on a goodwill basis. We thought it an excellent development tool both for the staff member and the school. But we must also recognise that there is a risk to the host school of undermining its effectiveness when committing senior staff to working in other schools for long periods of time.

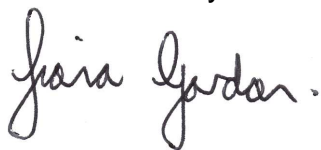
Regular monitoring of progress and the effectiveness of this newly formed service is vital because they are the local authority's path to improving the performance of schools across Swansea.

Resulting from our discussion we would like to recommend:

1. That schools/governing bodies be advised, via available communication channels with schools/governing bodies, that it is considered as good practice to have more than one governor at the time of autumn visits.

We look forward to your response.

Yours sincerely



Fiona Gordon
Convener of Schools Performance Scrutiny Panel
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21st October 2014

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e.g. Braille, audio tape or a different language, please contact me**

Dear Councillor Gordon *Fiona*

SCHOOLS PERFORMANCE SCRUTINY PANEL – 18TH SEPTEMBER 2014

I refer to your letter dated 25th September regarding the Schools Performance Scrutiny Panel meeting on 18th September.

I share the Panel's concerns listed in the bullet points. I am pleased to hear that the Panel will be looking at all the data in greater detail.

I accept the Panel's recommendation that more than one Governor is present during the Autumn visits. It is vital that the whole Governing Body is able to consider the issues raised at Autumn feedback sessions. An additional observer will help to ensure the information is shared with all Governors.

I will ask the Governor's Unit to communicate the Panel's recommendation to all schools and governing bodies. A similar recommendation was made by the Audit Committee which is chaired by an independent person who is not a Councillor.

Yours sincerely

**COUNCILLOR JENNIFER RAYNOR
CABINET MEMBER FOR EDUCATION**

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CFS/01

21 October 2014

Dear Councillor Richards

Child & Family Services Performance Panel, 29 September 2014

The Panel met on 29 September 2014 to consider the latest child & family services performance report and a follow-up report for the Care Leavers review.

Child & Family Services Performance Report, July 2014

Broadly the panel was satisfied with the Child & Family Services performance report and felt that performance across the service had generally been sustained. The panel was pleased to see that all looked after children were allocated to a social worker and praised this achievement. It highlighted some areas where dips in performance had occurred and agreed to bring these to your attention.

- Referral rates had trended upwards although the panel noted that the number requiring further action remained consistent.
- Regional Integrated Family Support Service – the panel felt that referral rates from Swansea were low and questioned whether the service was being used properly or that the authority was achieving value for money.
- Decrease in the number of Initial & Core Assessments completed within the statutory time limit of 7 and 35 days respectively. The panel understood from officers that the drop in performance was attributed to piloting new working practices; it appreciated the need to continuously improve work practices but performance in this area must improve.
- Slight upward trend in the number of looked after children. Although the panel was informed that the latest figures showed a reduction. The panel

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agreed that this needed to be monitored if the LAC reduction strategy was to continue to be effective and successful.

- Increased levels of sickness across the department with a high end of year forecast of 14.79 days, compared to 9.76 days last year and a corporate sickness target of 8 days
- The monthly supervision rates in a number of teams had fallen but the panel was informed that supervision was sometimes not held on time. If this persists the panel would expect improvement action to be taken.
- The total number of children becoming looked after in the year to date was up slightly from the same time last year from 59 to 61.

There were a number of areas that the panel felt it needed further information and these are detailed below:

- The extent to which parents of children on the Child Protection Register have learning disabilities
- The development of the regional adoption service which will be based in Bridgend.

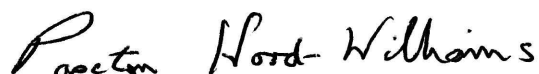
Care Leavers Review – follow-up report

The panel had asked that this 3rd follow-up report be brought to the panel because it had concerns over the effectiveness of the Barnardo's contract partnership to provide leaving care services.

The panel remained concerned about the effectiveness of the Barnardo's contract/partnership to provide leaving care services. It was pleased to hear that the authority had set out some key needs to be met by Barnardos (integration, co-location, accessibility for young people). As negotiations were taking place at the time the panel felt unable to sign off the review as completed and it requested that a further report be brought back to the panel in 3 months.

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

Yours sincerely



CLLR PAXTON HOOD-WILLIAMS

MEMBER OF THE WELL BEING PERFORMANCE PANEL

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Councillor Paxton Hood-Williams
Member of the Well Being Performance
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Dear Councillor Hood-Williams

Re: Child & Family Services Performance Panel – 29 September 2014

Thank you for your letter dated 21st October 2014.

I agree that good performance within Child & Family Services is generally being sustained and that LAC allocation rates are a particular highlight.

The Panel's continued robust scrutiny of areas of performance which have declined slightly is helpful and I am aware that officers utilise the performance report to address performance issues on an ongoing basis.

I would highlight 4 areas for additional comment:

- 1) The Regional IFSS Service is currently subject to review and I would expect evidence of increased use of the Service to be a key expected outcome.
- 2) Two of the points in your letter refer to LAC numbers. I am pleased that more recent performance information highlights a further decrease in the LAC numbers. Our course this needs to be achieved safely, but there is a real chance that the LAC population will fall below 500 before the end of this calendar year. I believe that this is clear testament to the quality of social work practice being undertaken by Swansea's social workers.

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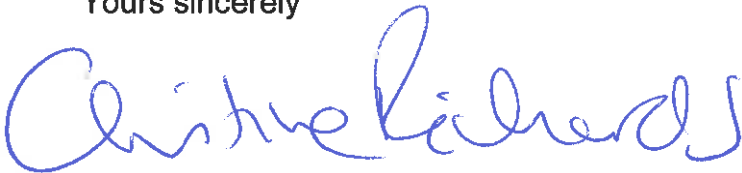
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- 3) There is a concern that core assessment performance has declined against last year's best performance ever. Plans are in place to address this decline whilst further embedding improvements to social work practice through utilising the Signs of Safety methodology. I am aware that these improvements may not impact on the performance data until next year.
- 4) Sickness rates are being closely monitored and there is a proper focus on ensuring sickness absence procedures are being fully utilised to ensure support to staff is in place to reduce higher than expected absence.

I have asked officers to provide additional performance data in the areas you have requested.

I am pleased that scrutiny has retained a focus on monitoring improvements to the service being provided to care leavers. This is the current and main priority improvement area for Child & Family Services as part of the ongoing implementation of the Safe LAC Reduction Strategy.

Yours sincerely



COUNCILLOR CHRISTINE RICHARDS
DEPUTY LEADER & CABINET MEMBER FOR
SERVICES FOR CHILDREN & YOUNG PEOPLE

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TASS/01

6 November 2014

Dear Councillor Harris

Transformation of Adult Social Services Working Group, 13 October 2014

The working group met on 13th October to consider the best way for scrutiny to engage with the Transformation of Adult Social Services programme. I would like to thank you and officers for attending the panel.

The working group discussed at length with you the importance of ensuring that the report on the Independent review on the commissioning and provision of social services to older people was made available as soon as possible to the group. The working group understood that the report was received by Social Services at the beginning of September but was being withheld. The group expressed in very uncertain terms, its frustration about such an unacceptable delay and also pointed out that panel members need time to study its findings. Therefore, in order to do justice to this responsibility the report needed to be released to scrutiny members without delay. The working group welcomed your agreement to circulate the report as soon as possible.

Ed Hammond from the Centre for Public Scrutiny attended the meeting to discuss and help the group develop its ideas on how best to provide challenge, assurance and scrutiny engagement in the TASS process. With regards to this, the panel agreed to explore the following:

- Understand why the transformation was necessary, the drivers of change
- Understanding the user need and perspective, how to establish what local needs are

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- Identify areas to focus the scrutiny work on and tailor the work to the TASS cabinet timetable.

As part of our discussions we came up with the following list of possible area on which we could focus our scrutiny work:

- Independent Review
- Western Bay work
- Strategic integration
- Network hubs and health
- Joint commissioning of services and pooling funding
- Costs
- Transport
- Housing
- Different service areas such as Learning disabilities, Mental health
- Local area co-ordination and community development, drawing on the approach in Scotland and Australia
- Safeguarding & risks
- Signposting

The next step for the working group is to identify a set of dates so that a timetable of work can be drafted and agreed.

I hope you find this letter useful and informative.

Yours sincerely

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CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Rob Stewart
Leader and Cabinet Member Finance and
Strategy

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6 November 2014

Dear Leader,

**Service Improvement and Finance Scrutiny Performance Panel
15 October 2014**

At our meeting on 15 October we considered the Annual Review of Performance and the 1st Quarter Performance Monitoring Report.

Whilst we do not have any specific recommendations, we wished to advise you, and the relevant Cabinet Members, of our discussions on the particular performance indicators that were flagged up as possible areas of concern. We intend to monitor these going into quarter 2 in order to see if the actions that were set out to address these dips in performance have had an effect.

Corporate Services - HR

We noted that performance has reduced in indicator CHR002: number of days lost to sickness. This is in contrast to improvement over the past year. We were advised that stress is the top reason given for absence.

Social Services Performance

We observed the reduction in performance for indicators relating to Looked After Children. In particular we noted that performance in relation to SCC043a: the percentage of required core assessment completed within 35 working days, has seen a significant drop in performance (from 78.34% in quarter 1 2013/14, to 58.18% in quarter 1 2014/15, which is a significant way off the target of 84%). We noted the explanation that the basis for the court determining whether a core assessment has been completed has become much more rigorous and time consuming, with greater information requirements and it is anticipated that performance will improve as staff adjust to the new requirements. We agreed to refer these issues to the Child & Family Services Scrutiny Performance Panel for further consideration, as this is their specific area of responsibility.

Planning

We noted that performance for indicator PLA005: the percentage of enforcement cases resolved during 12 weeks, remains in the bottom quartile and significantly below target. There is already a Scrutiny Working Group in place that is looking at Planning Services, which arose due to previous concerns about performance in relation to planning enforcement. Therefore, we are content to receive feedback from the working group as opposed to considering this in further detail ourselves.

Highways and Transportation

We discussed indicator STS006: percentage of fly tipping cleared within 5 working days, and we noted that whilst performance in this indicator is above target it is still in the bottom quartile of performance in Wales. We wish to explore further the reasons why Swansea has a higher number of fly tipping incidents and what can be done to address this. We will pick these issues up when we meet with the Cabinet Member for Environment & Transportation in December to discuss the Annual Recycling and Landfill Performance Information.

This letter provides our views on the Annual Review of Performance and the 1st Quarter Performance Monitoring report but does not give any further recommendations; therefore a response is not required. However, this letter will be included in the next available agenda of the Scrutiny Programme Committee as the committee maintains an overview of all scrutiny activities, and monitors correspondence.

Yours sincerely,



Councillor Mary Jones
Convenor, Service Improvement and Finance Scrutiny Performance Panel
✉ Mary.Jones@swansea.gov.uk



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Christine Richards
Cabinet Member for Services for Children
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6 November 2014

Dear Councillor Richards,

**Service Improvement and Finance Scrutiny Performance Panel
15 October 2014**

As you will recall, the Service Improvement and Finance Scrutiny Panel received a service briefing on the Flying Start Programme from Sian Bingham, along with key members of her team, at our meeting on 15 October 2014. You were unable to attend due to leave commitments, therefore I am writing to you in order to capture the main issues discussed and the views expressed by the Panel. We are very grateful to the officers who attended for the advice and information they provided.

The decision to look at the Flying Start Programme in more detail arose as part of our on-going performance monitoring. We noted from the End of Year Performance report that a number of the targets relating to this area had not been set due to new data gathering methods. We were also aware of the risk identified with the expansion of the programme that was highlighted in Corporate Improvement Plan, which noted that *“due to the scale of the expansion [of the Flying Start Programme] improving upon or even maintaining results is now a massive challenge. Service projections have been revised to reflect this”*. Therefore we requested a service briefing to enable us to understand the performance issues around this service in more detail.

As part of this work we were invited by Sian Bingham to attend the Seaview Flying Start setting in Mayhill. This was a very useful visit which helped us gain a better insight into the work of Flying Start and understand the challenges it is tackling. We

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are grateful to the staff members who gave up their time to meet with us and answer our questions.

We were delighted to hear that Swansea Flying Start is recognised at a national level as good practice by the Welsh Government and that it is also cited as good practice by experts in the field, further demonstrated by the fact that its approach has been replicated by other authorities in Wales. We were interested to learn about its positive aspects including:

- It follows an integrated model between health and the Local Authority. Service delivery and more recently management are co-located and this has enabled very good working relationships.
- It has drawn in additional funding on top of Welsh Government Flying Start money, such as Families First, which has enabled some key services to be available across Swansea, such as the Family Partnership Team.
- Data collection is central to the management of the programme. Regular termly visits are carried out by the management team to each Flying Start setting where they meet with staff and analyse the data from the previous term.
- The programme tracks children across Flying Start and throughout their school careers.
- Schools report a positive impact on school readiness and better engagement with parents
- Flying Start is felt to be achieving successful early intervention and reducing the escalation of need into statutory Child and Family Services. An example of this is via the low step up rate of families receiving a pathway of support via the Parenting entitlement of the Flying Start Programme. This “step up” into Child & Family Services is less than 2% over the last 3 years.
- Performance is above the national average for a number of indicators.

We discussed the performance figures and gained a better understanding of how the expansion of the programme can affect the figures, for example the recruitment of staff to work in new childcare settings has created vacancies in established Flying Start settings, which temporarily reduces the number of childcare places available; registration requirements with CSSIW; recruitment issues for Health Visitors; time taken for parents to become accustomed to the new services on offer.

Despite the potential difficulties in maintaining performance we were advised that the data continues to show strong performance, particularly considering the fact that the programme is still being rolled out and there has not yet been a static period where progress can be consolidated. For example: 79% take up of childcare places and 80% attendance has been maintained.

We see Flying Start as an extremely positive programme that is having a significant impact on the lives of children living in our more deprived communities. We will continue to monitor Flying Start performance through our regular corporate reports on quarterly and annual performance monitoring, however we are now able to do this with a much better understanding of the service and the issues it is facing.

This letter provides our views on the service but does not give any further recommendations; therefore a response is not required. However, this letter will be included in the next available agenda of the Scrutiny Programme Committee as the committee maintains an overview of all scrutiny activities, and monitors correspondence.

Yours sincerely,

A handwritten signature in cursive script that reads "Mary Jones".

Councillor Mary Jones
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✉ Mary.Jones@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
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Dyddiad:

7 November 2014

Dear Cllr Raynor

Education Inclusion Scrutiny Inquiry Panel 23 October 2014

The Panel met on the 23 October 2014 to look at the Independent Education Consultant report into provision for pupils educated otherwise than at school (EOTAS) in Swansea. Arwyn Thomas and Sharon Davies provided us with a presentation giving a summary of the report and addressed some of the questions we had about the service.

Please find attached a summary of the issues raised and we ask that they are considered when discussing the next steps and when putting together the action plan that will take this service forward.

We will look to arranging a further meeting of the Panel once the Action Plan is available.

Yours sincerely

Cheryl Philpott
Convener of Education Inclusion Scrutiny Inquiry Panel
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Education Inclusion Scrutiny Inquiry Panel on 23 October 2014

Feedback on EOTAS Independent Report

Purpose of this report

This report gives feedback resulting from discussion had by the Education Inclusion Scrutiny Panel on the Independent Education Consultant Report on the provision for pupils educated other than at school (EOTAS) in the City and County of Swansea which took place on the 23 October.

Action required

The Panel request that the issues contained in this report are considered when developing the action plan for this service.

Panel Membership

Cheryl Philpott (CONVENER)
Nick Davies
Fiona Gordon
Wendy Fitzgerald
Hazel Morris
Ceinwen Thomas
Linda Tyler-Lloyd
David Anderson-Thomas, Parent Governor
Sarah Joiner, Parent Governor

1. Why this topic was chosen for scrutiny?

- We must ensure that we help every child meet their full potential by ensuring that every child can access effective education whilst they are unable to attend school.
- Legislation in the UK prohibits discrimination in education and supports inclusive education. The UK also has obligations under international human rights law to provide inclusive education for all children.
- The need for equality of opportunity and the right of children and young people to receive high quality education, no matter where that education may be delivered – as set out in the United Nations Convention on the Rights of the Child (Article 28) which has been fully adopted by the Welsh Government.
- Young people receiving education outside school are one of the categories most at risk of becoming not in education, employment or training (NEET).
- Recommendation arising from recent Estyn Inspection *'improve the quality of provision for those pupils who are educated other than at school, particularly to raise standards of achievement and to assist reintegration back into schools'*.

2. The Feedback from the Scrutiny Panel arising from the meeting on 23 October 2014

The Panel have a number of questions and issues they would like to feed into the consultation exercise and for consideration when developing the action plan. These are:

1. The Panel agreed that the first and key question when considering this report and the resulting action plan should be whether it will make a positive difference to vulnerable children and young people and their families...are we putting the vulnerable children and young people first?
2. We must also consider how it will impact on the Councils wider poverty reduction strategy?
3. Home Tuition Services proved to be effective and highly regarded and we must ensure that we do not lose those good aspects when reconfiguring services. Assurances need to be made that Higher Level Teaching Assistants and Teaching Assistants will work alongside qualified teachers to enhance the learning environment and not replace qualified teaching staff. We also agree that there does need to be a clear definition about who is to be home tutored.
4. We must consider EOTAS as part of the whole education service and not in isolation this service is an important part of the jigsaw.
5. We must help develop the capacity of schools to manage behaviour issues better. Consistency in the use of initiatives that work like restorative practice is needed. Schools may not have enough money in their budget to do this individually and more collaboration across schools will be required.
6. We are concerned that all schools are not working to the concept of the revolving door in relation to children using the EOTAS service? Particularly at Key Stage 3 it must be the aim for pupils to return to school, a debate needs to be had with schools about ensuring this is the case.
7. We need to look at why some schools are using the service much more than others and the capacity to deal with behaviour issues in the originating schools.
8. We must ensure school curriculums are suitable for 100% of pupils not just 98%.
9. It will be even more important when more behaviourally challenged pupils are in mainstream education that the Pupil Deprivation Grant allocated to each school is clearly spent on vulnerable children and not on other things. This must be evidenced.
10. The development of more school nurture provision will be important.
11. The education improvement service must challenge and support and advise schools in dealing with behaviour helping ensure that we have a consistent approach to this across the City and County.

12. All schools must become ASD (eg. Autism and other Spectrum Disorders) friendly. Schools must be able to work with the wide spectrum of this condition.
13. Something must be done to address the lack of outdoor space at 'Step Ahead'. Further discussion with Gors Primary about use of the green areas around the centre is needed. Step Ahead as a facility is a single skinned building and the toilet facilities are not adequate. This must be addressed or the centre relocated to more suitable accommodation.
14. Working with parents will be important for successfully returning children to mainstream. It is important to try to ensure that parents are supporting and working with teachers to improve behaviour.
15. When it is necessary to manage the move of a child to a different school which is not elected by the parents consideration should be given to providing funding for the transportation for that child to attend.
16. Training for all school staff in dealing with behaviour issues which should include how to identify issues early on and finding the support available to address the issue/s.
17. We must work with teacher training colleges locally to ensure that the teacher training reflects the needs of schools and children and young people. Particularly in relation to wellbeing, special education needs and challenging behaviour (for example are restorative practice methods being taught?)
18. The Panel wish to highlight the issues around the vulnerable children who use EOTAS and their support into and at post 16 education. The Panel believe that support is often required to assist them to access and importantly stay in further education. There is no reference in the review to 'post 16' education or support. The Panel recognise that the legal obligation is to educate until age 16 but given the council policy in respect of poverty and children's attainment we felt that we should be investing to protect the considerable financial investment that has been made in educating the EOTAS cohort of children to ensure that they do not become NEETs by ensuring that we support independence and their transition.
19. The Panel also had concerns around safeguarding and elective home education. It was felt that the independent review did not adequately look at the issues arising from 'elective home education'. Members recognise that the legislation is very weak in this matter and that because of this we are not always informed if a child is being home schooled (or in fact whether these children have contact with any professionals or are seen by others on a regular basis). We would encourage Cabinet members and officers within the education department to look to use any opportunity that may arise to make representations to Welsh Government to strengthen the legislation in this area.

3. Further issues for consideration as identified by individual panel members

1. Are there pupils in EOTAS provision who are not counted as excluded pupils for statistical purposes?

2. Not addressing the full extent of pupils' special educational needs within mainstream schools at the early stages of the graduated response maybe a significant contributory factor in EOTAS placements. How should this be addressed? It is increasingly difficult to meet the SE needs of individual pupils due to budget cuts etc.
 3. The budget for severe and complex needs was delegated... with the aim of enabling schools to meet the needs of more pupils at school action plus, and thereby reducing the demand for statements." My understanding is that the formula used in delegating this budget was flawed, as the size of the school was part of the formula. Thus a small school with a high number of SEN pupils, will lose out.
 4. Agree with the review panel that the Chair of the EOTAS Management Committee should be an independent position in the future.
 5. Where a pupil is on role at a school where they have never attended and are never likely to: "the legal advice is that these pupils should be singly registered with EOTAS". This advice should be followed and communicated to schools.
 6. "Tuition within Pathways is now delivered in small groups in central locations, instead of 1:1, and at home. This reduces the costs and time associated with travelling and makes more efficient use of the available teaching hours". How will pupil outcomes been affected by this? This development needs to be closely monitored.
 7. "The majority of mainstream schools have little of no involvement with pupils on Pathways, which in turn raises issues about whether they are fulfilling their legal responsibilities towards dual registered pupils". How could this be improved? On the other hand, would it be simpler for all EOTAS pupils to be singly registered - or would this contravene statutory legislation?
 8. "Encourage mainstream schools to replicate the Pathways model in order to widen their 14+ curriculum". How would this be funded?
 9. Brondeg House as a building is not fit for purpose.
 10. Can scrutiny see the consultation responses from all relevant parties?
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Agenda Item 10

Report of the Chair

Scrutiny Programme Committee – 24 November 2014

SCRUTINY DISPATCHES – FUTURE REPORTING

Purpose	To consider future reporting arrangements following discussion about Scrutiny Dispatches at Council on 4 November.
Content	The report informs of changes and proposed way forward.
Councillors are being asked to	Consider and agree future reporting arrangements for Scrutiny Dispatches.
Lead Councillor(s)	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer(s)	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for the overall work programme, including the various informal scrutiny activities, and monitoring progress to ensure that the work is effective. Scrutiny Dispatches was developed as a short monthly digest to provide 'headlines' from scrutiny activity and give the work of scrutiny greater visibility, both for council and public audience.
- 1.2 Since July 2013 the committee has submitted the Scrutiny Dispatches report to each Council meeting. The report usually focuses on key outcomes, findings, and events, typically with one major story each time. 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. Consideration at Council

- 2.1 In recent months the committee has raised an issue about the limited opportunity for discussion and questions based on the content of the Dispatches report at the council meeting, being listed as a 'for information' item.

2.2 At council on 4 November the Leader of the Council responded to requests from the committee and political group leaders about the Scrutiny Dispatches report. It was agreed to remove the monthly Scrutiny Dispatches report from Council meetings and to replace it with a new trial system whereby the Scrutiny Dispatches report will be presented to Council on a quarterly basis. Full discussion will be allowed on the report during the trial basis.

3. Future Reporting

3.1 It is proposed that the first of the quarterly reports is prepared for December's Scrutiny Programme Committee for approval. This can then be submitted to 3 February Council meeting. An appropriate schedule for future reports is to be considered.

3.2 Further to recent discussion about improving communication and public engagement, the purpose of Scrutiny Dispatches will be to demonstrate scrutiny achievements and outcomes. It will effectively be a regular report about impact and how scrutiny is making a difference, rather than a descriptive account of scrutiny activities.

3.3 The aim will be to focus on and promote a small number of 'significant stories' through a number of channels. As well as being a report to council the content will be shared more widely, with advice and support from the Council's Communications Team and utilising social media. This should help raise awareness of the work and impact of scrutiny, and hopefully encourage more public engagement and participation in scrutiny.

3.4 In order to ensure that people are informed about the work of scrutiny a monthly information list will continue to be produced. This list will be shared via email and on the Swansea Scrutiny blog (www.swanseascrutiny.co.uk). Initial consultations with a small number of councillors suggest that this monthly list should include details of:

- Forthcoming panel and working group meetings
- Topics currently being looked at by scrutiny
- Recent recommendations (i.e. from letters and inquiry reports)
- Outcomes and impacts from scrutiny work

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

14 November 2014

Legal Officer: Nigel Havard
Finance Officer: Carl Billingsley