

DINAS A SIR ABERTAWE

HYSBYSIAD O GYFARFOD

Fe'ch gwahoddir i gyfarfod

PWYLLGOR RHAGLEN CHRAFFU

Lleoliad: Ystafell Bwyllgor 1, Canolfan Ddinesig, Abertawe

Dyddiad: Dydd Llun, 22 Rhagfyr 2014

Amser: 4.30 pm

AGENDA

Rhif y Dudalen

- 1 Ethol cadeirydd ar gyfer gweddill y flwyddyn ddinesig 2014 - 2015.
- 2 Ymddiheuriadau am absenoldeb.
- 3 Derbyn datgeliadau o fuddiannau personol a rhagfarnol. 1 - 2
- 4 Gwahardd pleidleisiau chwip a datgan chwipiau'r pleidiau.
- 5 **Cofnodion:** 3 - 8
Cymeradwyo a llofnodi cofnodion cyfarfod Pwyllgor y Rhaglen Graffu a gynhaliwyd ar 24 Tachwedd 2014 fel cofnod cywir.
- 6 **Sesiwn Holi Aelod y Cabinet:** 9 - 20
 - a. **Y Dirprwy Arweinydd/Aelod y Cabinet dros Wasanaethau Plant a Phobl Ifanc** (*Y Cynghorydd Christine Richards yn bresennol*)
 - b. **Aelod y Cabinet dros Addysg** (*Y Cynghorydd Jennifer Raynor yn bresennol*)
- 7 **Adroddiad yr Ymchwiliad Craffu Terfynol:** 21 - 48
Gofal Cymdeithasol yn y Cartref (*Y Cynghorydd Uta Clay, cynullydd - yn bresennol*).
- 8 **Adroddiad Cynnydd y Panel Perfformiad Craffu - Panel Perfformiad Craffu Ysgolion.** 49 - 52
(*Y Cynghorydd Fiona Gordon, cynullydd - yn bresennol*).
- 9 **Rhaglen Waith Craffu 2014 - 15.** 53 - 82
Yn cynnwys:
 - a) *Cynllun gwaith y pwyllgor;*
 - b) *Cynnydd paneli/gweithgorau;*
 - c) *Rhagolwg (Busnes y Cabinet).*

10 Aelodaeth paneli a gweithgorau craffu.**83 - 84****11 Llythyrau craffu:****85 - 122**

- a. Llythyr at/oddi wrth Aelod y Cabinet dros Addysg (Cyfarfod Panel Perfformiad Craffu Ysgolion - 21 Awst);
- b. Llythyr at/oddi wrth Aelod y Cabinet dros Oedolion a Phobl Ddiamddiffyn (Cyfarfod Gweithgor Trawsnewid Gwasanaethau Cymdeithasol i Oedolion – 13 Tachwedd);
- c. Llythyr at Aelod y Cabinet dros Addysg (Cyfarfod Panel Perfformiad Craffu Ysgolion – 16 Hydref a 10 Tachwedd);
- ch. Llythyr at/oddi wrth Aelod y Cabinet dros Fenter, Datblygu ac Adfywio (Cyfarfod Pwyllgor – 27 Hydref);
- d. Llythyr at/oddi wrth Aelod y Cabinet dros Addysg (Cyfarfod Panel Perfformiad Craffu Ysgolion - 13 Tachwedd);
- dd. Llythyr at Aelodau'r Cabinet dros Fenter, Datblygu ac Adfywio a'r Amgylchedd a Thrafnidiaeth (Cyfarfod Dilynol y Panel Ymchwiliad Craffu Twristiaeth – 17 Tachwedd);
- e. Llythyr at Aelod y Cabinet Dros Dai a Chymunedau (Cyfarfod Dilynol y Panel Ymchwiliad Craffu Tai Fforddiadwy – 3 Rhagfyr).

12 Adroddiadau Craffu - Adroddiad Effaith.**123 - 128****13 Dyddiad ac amser cyfarfodydd pwyllgor yn y dyfodol ar gyfer y flwyddyn ddinesig 2014/15 (pob un am 4.30pm oni nodir yn wahanol):**

| | | |
|------------------|----------------|----------------|
| 19 Ionawr 2015 | 16 Mawrth 2015 | 13 Ebrill 2015 |
| 16 Chwefror 2015 | | |

14 Dyddiad ac amser cyfarfodydd nesaf paneli/gweithgorau:

| Pwnc | Dull | Dyddiad | Amser | Lleoliad (Canolfan Ddinesig) |
|---|-------------------|------------|----------|------------------------------|
| Trawsnewid Gwasanaethau Cymdeithasol i Oedolion | Panel | 17 Rhagfyr | 3.30 pm | Ystafell Gyfarfod 2 (2.2.6) |
| Trawsnewid Gwasanaethau Cymdeithasol i Oedolion | Panel | 5 Ionawr | 2.00 pm | Ystafell Gyfarfod 3.4.1 |
| Gwella Gwasanaethau a Chyllid | Panel Perfformiad | 7 Ionawr | 12.30 pm | Ystafell Bwyllgor 2 |
| Diwylliant Corfforaethol | Panel Ymchwiliad | 12 Ionawr | 5.00 pm | Ystafell 1.2.1 |
| Gwella Gwasanaethau a | Panel Perfformiad | 14 Ionawr | 1.30 pm | Ystafell Bwyllgor 3 |

| | | | | |
|---------------------------------|-------------------|-----------|----------|-----------------------------|
| Chyllid | | | | |
| Gwasanaethau Plant a Theuluoedd | Panel Perfformiad | 19 Ionawr | 2.00 pm | Ystafell Bwyllgor 3 |
| Ysgolion | Panel Perfformiad | 22 Ionawr | 3.30 pm | Ystafell Gyfarfod 3 (2.2.7) |
| Bwrdd Gwasanaethau Lleol | Panel Perfformiad | 26 Ionawr | 11.00 am | Ystafell Bwyllgor 3 |



Patrick Arran
Pennaeth Gwasanaethau Cyfreithiol, Democraidd a Chaffael
Dydd Llun, 15 Rhagfyr 2014

Cyswllt: Democratic Services - Tel: (01792) 637292

Disclosures of Interest

To receive Disclosures of Interest from Councillors and Officers

Councillors

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

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

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

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

Officers

Financial Interests

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

CITY AND COUNTY OF SWANSEA

MINUTES OF THE SCRUTINY PROGRAMME COMMITTEE

HELD AT COMMITTEE ROOM 1, CIVIC CENTRE, SWANSEA ON
MONDAY, 24 NOVEMBER 2014 AT 4.30 PM

PRESENT: Councillor A M Day (Chair) Presided

| Councillor(s) | Councillor(s) | Councillor(s) |
|----------------------|----------------------|----------------------|
| R A Clay | J P Curtice | J W Jones |
| A M Cook | N J Davies | P M Meara |
| A C S Colburn | E W Fitzgerald | R V Smith |
| D W Cole | T J Hennegan | G J Tanner |

Co-opted Members

D Anderson-Thomas

Also present:

Councillor M H Jones, Convenor, Convenor of the Service Improvement & Finance Scrutiny Performance Panel

Officers:

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

96 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors S E Crouch, P Downing, A J Jones and Mrs S Joiner.

97 **DISCLOSURES OF PERSONAL & PREJUDICIAL INTEREST**

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

98 **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.

99 **MINUTES**

RESOLVED that the minutes of the Scrutiny Programme Committee held on 27 October, 2014 and Special Scrutiny Programme Committee held on 13 November, 2014 be agreed as correct records.

Committee members commented positively on the experience of undertaking pre-decision scrutiny at the meeting on 13 November and the Chair stated that it provided a good template for future sessions.

100 **CABINET MEMBER QUESTION SESSION - LEADER / CABINET MEMBER FOR FINANCE & STRATEGY**

The Committee took the opportunity to question Councillor R C Stewart on his work having responsibility and accountability as Leader/Cabinet Member for Finance and Strategy.

The Leader referred to the continued reduction in funding which had resulted in a requirement for further saving of £22m this year. Cabinet Members were considering proposals for further savings with £81m savings required in future years. The approach taken was not to stop providing certain services but examine areas that may be delivered differently.

The Leader stated that momentum was picking up for redevelopment of the City Centre. Sir Terry Matthews had visited Swansea and the messages from him were positive in so far as having a viable plan with commercial and business support.

The Leader referred to the first meeting of the Development Advisory Group which had met that morning. The meeting comprised potential investors, developers and designers all of whom, contrary to rumours, had given their time free of charge.

In respect of City Regions, Sir Terry Matthews had endorsed the Council's proposals however, Sir Terry Matthews stated that we were not being bold enough in terms of plans and our ability to identify and access funding opportunities. He referred to 'Project Horizon' which was a funding stream available to all of the UK. To date, funding had been used in English capital schemes as Welsh Authorities had not been prepared with fully worked up schemes for investors.

Key issues arising for discussions included:

- The report of the Inward investment Scrutiny Panel highlighted some of the issues raised by Sir Terry Matthews. This information was contained in the City Centre brief.
- The development of a toolkit to ensure the future resilience and due diligence of third sector and community development trusts when the Council considers using different models of providing services.
- Advising on the sale of capital assets and how the Council intend using the receipts.
- The commitment of Sir Terry Matthews and his business partners in making themselves available to the City Region.
- The need to ensure a robust IT infrastructure to support the redevelopment of the City and support businesses.

- Disposal of the Civic Centre site and the need to increase the density of people living and working in City Centre to make it viable.
- Retaining successful University graduates and encourage them to grow their business in Swansea and expand, which will add to the vibrancy of City Centre.
- In response to the comments made by Leighton Andrews, AM, Minister for Public Services In Wales, the possibility of a merger with Neath Port Talbot. Border issues and number of local representatives would need to be resolved.
- The proposal in relation to Hubs would be to retain within the community and rationalise what is there. Separate services do not require separate buildings.
- The proposal to regenerate the City Centre and link St Davids, the Quadrant and Market. It is anticipated that there will be a mix of leisure and retail. An opportunity existed to larger scale development in terms of housing.
- The Civic Centre Site would be marketed just after Christmas with the appointment of developers before the Summer 2015. Plans would be shared as they emerge.
- As well as engagement in the budget scrutiny involvement would be helpful in the scheme for the City Centre when it becomes public.

With regard to the challenges faced by the Authority, reorganisation of Authorities was critical. In relation to energy needs, the tidal lagoon should have benefit. Sir Terry Matthews expressed his view that the Scheme was not big or bold enough. He referred to a possible bridge to link Swansea to South West England. Swansea Bay has a reliable source of power regeneration as the tidal flow is the second largest in world and could reach 10% of UK's energy needs. The clear message was to push the model and move ambition. It was felt that the Authority had a great opportunity to tackle problems.

The Chair referred to the two questions from members of the public in relation to the Swansea Palace Theatre and the Library in the Civic Centre.

The Leader stated that the Swansea Palace Theatre had benefited from £75k to undertake emergency work in order to stabilise the building. In addition there was CADW funding. Nothing further could be offered from the Council. Significant investment would be required to bring the building back into use. Negotiations were ongoing with the owner.

In response to the Library, the Leader expressed his wish to see library relocated back into City Centre which would increase footfall. The relocation costs and facilities support the move back to the City Centre.

The Chair thanked the Leader/Cabinet Member for Finance and Strategy for his attendance and response to questions.

RESOLVED that the Chair of the Scrutiny Programme Committee writes to the Leader reflecting the discussion and sharing the views of the Committee.

Councillor M H Jones, Convenor, Service Improvement & Finance Scrutiny Performance Panel, provided a progress update on the work of the Panel.

The Panel was continuing with its usual work or regularly scrutinising quarterly performance and budget monitoring reports, which also included the Policy Commitment Tracker and Budget Savings Tracker. The Panel had also considered the Councils End of Year Performance reports. These had assisted in identifying key areas that require on-going and in-depth performance monitoring.

The Panel also identified some key areas which prompted them to drill down further into performance. An example of this was 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. The Panel 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 they 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 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 Convenor highlighted achievements/impact and future work programme items.

The Chairman thanked the Convenor for the progress update and the Panel for their good work. He added that any work and/or correspondence of the Service Improvement & Finance Panel that may be of relevance to other Performance Panels should be shared with other conveners.

The Chair also stated that he had arranged to meet with the Chair of the Audit Committee and Cllr Mary Jones in order to develop the relationship between scrutiny and the Audit Committee and ensure coordination of work programmes.

RESOLVED that the progress report be noted.

102 **SCRUTINY WORK PROGRAMME 2014 - 15**

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

The Chairman referred to the summary of the work being undertaken by the Transformation of Adult Social Services Panel and the update of the work of the panels. He also informed the committee that, with the conclusion of some pieces of work, there was capacity for further inquiries to be undertaken and invited the committee to identify topics, reflecting on previously identified priorities.

RESOLVED that:

- a. The proposed activities in relation to the Transformation of Adult Social Services be endorsed; and
- b. School Governance and Child & Adolescent Mental Health Services be the next topics for potential scrutiny inquiry panels.

103 **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 the following be agreed:

- a. Cllr Andrew Jones appointed as convener for the Corporate Culture Panel
- b. Cllr Terry Hennegan appointed as convener for the Corporate Building & Property Services Working Group
- c. Cllr Gordon Walker joining the Local Floor Risk Management Working Group
- d. Membership for the Sustainability Working Group as follows:

| | | |
|-----------------|-----------------------|--------------|
| Anthony Colburn | Wendy Fitzgerald | Hazel Morris |
| David Cole | Mary Jones (CONVENER) | Ioan Richard |
| Sybil Crouch | | |

- e. Councillor David Cole appointed as Convenor for the Planning Services Working Group.

104 **SCRUTINY LETTERS**

The Chair reported the updated Scrutiny Letters Log and referred to the recent correspondence between Scrutiny and Cabinet Members. He reiterated the importance of letters showing how scrutiny is making a difference and capturing impact.

The Chair advised that the request for Cabinet Members to respond to scrutiny letters within 21 working days is being reported to Council on 2 December for agreement.

RESOLVED that:

- a. The letters and action log be **NOTED**; and
- b. The Planning Services Working Group be authorised to reconvene for a further meeting in order to follow up on performance issues raised.

105 **SCRUTINY DISPATCHES - FUTURE REPORTING**

The Chair reported that the Leader of Council had agreed a change to the monthly reporting of Scrutiny Dispatches at Council meetings and replace it with a new trial system whereby the Scrutiny Dispatches report will be presented to Council on a

quarterly basis with full discussion allowed on the report. The chair made proposals for the future reporting of Scrutiny Dispatches, which would now focus on impact and how scrutiny is making a difference, containing a small number of 'significant stories' to show specific achievements and outcomes. He proposed that the first of the new Dispatches report be prepared for the December committee for agreement.

RESOLVED that the approach proposed by the Chair and future reporting arrangements be agreed.

106 **SCRUTINY DEVELOPMENT SESSION: MAKING THE BEST USE OF PERFORMANCE INFORMATION**

The Chair referred to the Scrutiny Development Session 'Making the Best Use of Performance Information' taking place on 25 November.

107 **SCRUTINY DEVELOPMENT SESSION: MAKING SCRUTINY MORE EFFECTIVE**

The Chair referred to the forthcoming Scrutiny Development Session, 'Making Scrutiny More Effective', that will be held on 29 January 2015.

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

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

109 **DATE AND TIME OF UPCOMING PANEL / WORKING GROUP MEETINGS**

The date and time of upcoming Panel/Working Group meetings were submitted for information.

The meeting ended at 5.50 pm.

CHAIR

Report of the Vice-Chair

Scrutiny Programme Committee – 22 December 2014

CABINET MEMBER QUESTION SESSION

| | |
|---------------------------------------|--|
| Purpose | To enable the committee to question Cabinet Members on their work. The committee's questions will broadly explore priorities, actions, achievements and impact in relation to areas of responsibility. |
| Content | The following Cabinet Members will appear before the committee: a) Councillor Christine Richards – Deputy Leader and Cabinet Member for Services to Children & Young People b) Councillor Jennifer Raynor – Cabinet Member for Education |
| Councillors are being asked to | <ul style="list-style-type: none"> • Question Cabinet Members on relevant matters • Make comments and recommendations as necessary |
| Lead Councillor(s) | 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. The cabinet is made up of the Leader and 9 additional councillors appointed by the Leader, who are allocated specific responsibilities.
- 1.2 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.
- 1.3 Cabinet Member Question Sessions have become a feature of committee meetings over the past 2 years. At least one cabinet member is 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.

2. Cabinet Member Question Session – 22 December

- 2.1 The following Cabinet Members will appear before the committee:
- a) Councillor Christine Richards – Deputy Leader and Cabinet Member for Services to Children & Young People
 - b) Councillor Jennifer Raynor – Cabinet Member for Education
- 2.2 The Services for Children & Young People portfolio includes the following areas of responsibility:
- a. Child & Family Services
 - b. Play
 - c. Youth Services & Promoting Youth Inclusion
 - d. Early Intervention / Prevention
 - e. Youth Offending Service
 - f. Youth Citizenship
 - g. Opportunities for Young People
 - h. UN Convention on the Rights of the Child (UNCRC) Champion
 - i. NEETS (Link with Education)
 - j. Regional Adoption Service
 - k. Children & Young People Board
 - l. Continuum of Care
 - m. Safe Looked After Children Reduction Strategy
 - n. Flying Start
 - o. Lead Elements of Sustainable Swansea
- 2.3 The Education portfolio includes the following areas of responsibility:
- a. Inclusion & Learner Support
 - b. School Improvement
 - c. Planning & Resources
 - d. Schools
 - e. City of Learning
 - f. NEETS
 - g. Education Regional Working
 - h. Schools' Organisation & Performance
 - i. QEd
 - j. Education Charter
 - k. Lead elements of Sustainable Swansea
- 2.4 Both Cabinet Members have provided a short report on 'headlines' in relation to portfolio objectives to help the committee focus on priorities, actions, achievements and impact (**Appendix 1 & 2**).

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 Cabinet Members 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. 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

4 December 2014

Legal Officer: Nigel Havard

Finance Officer: Paul Cridland

Children's Services - Christine Richards

As you are aware, I am still fairly new to this portfolio but I am looking forward to meeting with the Scrutiny Programme Committee next week.

The areas of work in my portfolio include supporting children to grow up safe, happy & healthy; and able to live within their own families, communities & to attend local schools.

For the small number of children unable to live safely within their own families, we try to support them to be able to live in or as close to Swansea as possible; and within a family rather than an institutional setting.

Our aim is to support children to grow up into adults best able to live independent, productive lives that meet their aspirations, whilst enjoying meaningful & satisfying social relationships

We must also ensure that that the voice of children is at the heart of all that we do.

In terms of **Child & Family Services**, my portfolio objectives include safeguarding, safe LAC reduction strategy, implementing the Signs of Safety Practice Safeguarding Framework for children and working towards a financially sustainable Child & Family services.

I have visited some of our frontline child protection teams and I have other visits planned. The feedback that I have received from the front line is a marked contrast to the last time I spoke to front-line staff. When Child & Family Services was in special measures and subject to the Intervention Board, staff morale was low and we had difficulty keeping social workers. I have been pleased to hear that our staff now feel they are able to do a great job.

I have also attended the Foster Carer and LAC children consultation event and Child & Family Service's whole service staff day.

Progress:

- LAC numbers have reduced by about 50 this year and we now have the lowest number of LAC for about 5 years.
- The overwhelming majority of our LAC children now live in, or as close to Swansea as possible.
- Only a very small number of children continue to live further away. These include a small number of children with complex autism, for whom there is no local educational provision.
- We also have less than 40 children living in residential care. The lowest number for 4 years.
- An important part of the strategy is that children remain safe. Low re-referral rates into children's social services, strong performance in terms of the timelines of child protection conferences, 100% allocation of child protection cases to qualified social workers and positive feedback from families, professionals and the CSSIW are all indications that safeguarding practice remains robust in Swansea.
- The 5 year whole service implementation of the Signs of Safety practice framework remains on track.
- Last financial year Swansea children services cost approx. £1 million less than the previous year. This is the first time that children services has cost less from one year to next for about a decade.
- This year children services remain on target to achieve a similar year on year saving. It will probably be slightly more than a £1 million.

- Going forward, challenges are clearly around the budget. I believe that reductions in the Child & Family services budget needs to remain linked to the Safe LAC reduction strategy.
- Above all, children must remain safe

In relation to the wider agenda for children's services and the preventative agenda, my portfolio priorities are:

Development of the Council's commitment to the UNCRC – Council has now approved its UNCRC scheme and has had a formal launch event.

- The work with schools to support their development to achieve the Rights Respecting Schools Award continues, with 90% of schools now having begun their journey to Level 1, and our first secondary school achieving Level 1 earlier this Autumn.
- A flag with the logo developed by the children at Glynollen Primary School will be raised on 18 December and will fly over the Civic Offices for a month, to show our commitment to this agenda.
- Young people have again been included in budget consultation this year. I recently attended an event at Blaenymaes Youth Centre. Further event planned for January.

Reducing number of young people who are not engaged in employment, education or training remains a challenging area, as over successive years we have significantly reduced the NEET numbers and are now working most closely with those young people who are the very vulnerable.

- The snapshot for 2014 is yet to be moderated, and partners in the NEETs Board are working to analyse the data to present in the new year.
- Swansea is leading Wales in its development of a Lead Worker approach and in implementing the Youth Engagement and Progression Framework to ensure that we are tracking all young people, and working with them at an early stage to provide support to continue in employment and training.

Cabinet Member for Education, Councillor Jennifer Raynor

22 December Scrutiny Programme Committee

I set out my priorities at Council on 4th November 2014 and in response to a question from Councillor Mike Day, more information was provided in a written response published in the Council Summons on 2nd December 2014.

The Schools Performance Panel of 11th December 2014 took a close look at the Annual Self Evaluation of Local Authority Education Services for Children and Young People 2014. As many of you know, I was a member of the Schools Performance Panel before becoming a Cabinet Member. I am confident that both the Council's and many schools Self Evaluation exercises are more able to accurately interpret information and identify areas which need developing. The new educational improvement team is making a positive continuation across Swansea.

There are however, some serious challenges to maintaining this improvement:-

- 1 The budget cuts for the next 3 years
- 1 The sudden, unexpected and unplanned in year cuts from W.G.
- 1 Regional education, our relationship with ERW, especially governance, accessibility and the financial stresses

These 3 factors will impact on this Authority's plans for the future; the improvement of school building's, reducing NEETS, EMLAS, transport, employment training, EOTAS and grants or funding for cultural activities.

I am continuing to attend meetings with Headteachers and visiting schools. Despite more W.G. funds supporting Flying Start, there are areas of Swansea, including deprived areas where good quality pre school child care is not available. This is one area where I would to see scrutiny take an active role. As Social Services tighten their "front door", schools are left to deal with the crowd locked out. At 16, vulnerable children suddenly lose the additional support schools have supplied. Who works with those children/young people and their families in the big transition into work or training.

1. Council summons – 4th November 2014
2. Council summons – 2nd December 2014
3. Annual Self Evaluation at Local Authority Education Services for Children and Young People 2-014. Report to Schools Performance Panel – 11th December 2014

The above are all public documents.

Extract from Council papers – 4 November 2014

Education's challenges and priorities are those of our single integrated plan, One Swansea, and the Corporate Improvement Plan 2013-17, namely to:

1. Raise attainment and achievement for all learners 3-19
2. Improve Attendance levels
3. Improve Literacy in English and Welsh to enable all pupils to take full advantage of the curriculum and to reduce the gap between boys and girls.

National and local indicators will continue to be monitored closely. The Council is working with its schools to increase the number of 15-16 year olds achieving the GCSE level 2 threshold, including English and / or Welsh first language and maths. From a low of 49.2% in 2009 there has been a year on year increase to 55.3% in 2013 and to 58.8% this year, 2014. Councillors will, I know, be pleased to hear that the percentage of pupils who achieved the GCSE level 2 threshold rose from 59.9% in 2009 to 84% this year. Those who achieved the level 1 threshold rose from 86.1% in 2009 to 94.9% this year.

It is very important that we continue with Education's contribution to our Corporate Priority to reduce the impact of poverty and focus on improving attainment and achievement for disadvantaged pupils and learners. At key stage 2, those in receipt of free school meals are making considerable progress. Outcomes at key stages 3 and 4 will be closely monitored for Page 216 Agenda Item 15.evidence of improvement and for the effective use of the additional funding schools receive.

The LA will continue to monitor the percentage of half days missed at both primary and secondary schools. Attendance has been improving: primary schools are now at 94.4% and secondary schools not far behind at 93.3%. To maintain improvement, Education will be working closely with parents / carers and schools to ensure that pupils receive a rich and meaningful curriculum in a safe environment. Support will be offered where problems are identified.

Being literate, able to read and write and communicate is an essential skill. There has been a steady improvement from the Foundation Phase upwards. The data will continue to be analysed. Targeted support will be offered including ERW support, Challenge Advisors and through our Hub arrangement with NPTC. Education will continue to develop partnerships with the further & higher education sectors and with work based trainers and employers to increase the literacy and skills of those seeking to improve adult qualification.

My priorities of constant improvement will be achieved by using all the data to drill down in detail to identify the specific areas and pupils where improvement is slow. Working with our schools and regional partners, additional support and / or different approaches successfully proven elsewhere will be introduced. Regular monitoring of all indicators local and national will be used to measure progress. Education in the City & County of Swansea will continue to draw on national and international research to inform our use of data and

our practice.

From Council papers – 2 December

What are the key milestones in order to meet the set targets?”

Section 1 of the Education Business Plan 2014-15 / Post-Inspection Action Plan contains targets for 2014 for a range of indicators which were set at 6th/10th/14th ranking in national performance, based on Swansea performance in 2013 and trends plus challenge. The Business Plan/PIAP is at: <http://www.swansea.gov.uk/estyninspections>

| Ref | Business Area | Expected Outcomes |
|-----|-------------------------|--|
| | Raise Standards | |
| S1 | Foundation Phase, age 7 | <p>Improve our national local authority position to 14th</p> <p>Reduce the number of schools in the bottom quartile and below the median</p> <p>To achieve 14th position performance outcome 5 targeted to improve to:</p> <p>Foundation Phase Indicator 82.3%</p> <p>PSD 93.3%</p> <p>LCE 85.1%</p> <p>MDT 86.8%</p> |
| S2 | Key Stage 2, age 11 | <p>Improve our national local authority position to 10th</p> <p>Reduce the number of schools in the bottom quartile and below the median</p> <p>To achieve 10th position performance in Level 4 targeted to improve to:</p> <p>Core Subject Indicator 85.4%</p> <p>English 88.0%</p> <p>Maths 88.2%</p> |
| S3 | Key Stage 3, age 14 | <p>Improve our national local authority position to 10th</p> <p>Reduce the number of schools in the bottom quartile and below the median</p> |

| | | |
|----|-------------------------------------|---|
| | | <p>To achieve 10th position performance in Level 5 targeted to improve to:</p> <p>Core Subject Indicator 78.5%</p> <p>English 84.2%</p> <p>Welsh 89.4%</p> <p>Maths 85.9%</p> |
| S4 | Key Stage 4, age 16 | <p>Improve our national local authority position to 6th</p> <p>Level 1 Threshold 94.9%</p> <p>Level 2 Threshold Inclusive 56.0%</p> <p>No qualifications 0.00%</p> |
| S5 | Post-16 performance | <p>Improve Key Stage 5 performance</p> <p>At Level 1</p> <p>At Level 2</p> <p>At Level 3</p> |
| S6 | Performance of disadvantaged pupils | <p>All measures in S1,2,3,4 to the following groups of pupils:</p> <ul style="list-style-type: none"> • Free school meals • Boys <p>Maintain reduction in NEETS at 16 <i>[performance not expected to reduce much below c 3.0 as the remaining young people are the hardest to find provision for]</i></p> <p>Reduce NEETS 16-18</p> |
| S7 | Attendance | |
| | (a) Primary | <p>Improve our national local authority position to 14th</p> |
| | | <p>Reduce the number of schools in the bottom quartile and below the median</p> <p>To achieve 6th position (2013 value) performance targeted to improve to:</p> <p>- Primary 94.1%</p> |
| | (b) Secondary | <p>Improve our national local authority position to 10th</p> <p>Reduce the number of schools in the bottom</p> |

| | | |
|----|---|---|
| | | <p>quartile and below the median</p> <p>To achieve 6th position (2013 Value) performance targeted to improve to: - Secondary 93.3%</p> |
| S8 | Reduce Exclusions | |
| | (a) Permanent | 0 |
| | (b) Fixed Term more than 6 days (rate/1000) | <p>Improve ranking to 14th - 4.0</p> <p>No permanent exclusions in the Primary Sector</p> <p>Reduction of permanent and managed moves out of mainstream education in the Secondary sector</p> <p>Fixed term exclusions not to rise (number of days lost/ average number of days)</p> |

Extract from Annual Self Evaluation at Local Authority Education Services for Children and Young People 2014 (Report to Schools Performance Scrutiny Panel – 11th December 2014)

Summary

We think that overall the present quality of Education Services is good and that the capacity to improve outcomes is also good.

How good is the service?

Excellent Features

Performance of Swansea secondary schools at key stage 4 across a range of indicators when compared with similar schools;
Overall school inspection performance when compared with other Local Authorities.

Good features

Education's contribution to the performance of key Council strategic priorities of improving attainment and achievement and reducing poverty has been strong this year.
Performance is improving in the key areas of attainment, attendance, inclusion and managing the infrastructure. National rankings are generally at or better than the expected level for key indicators of performance.

Performance is particularly good at 16 years of age in the main indicator level 2 including English/Welsh and mathematics. Swansea is ranked 7th in Wales compared to free school meal position of 14th. Five of the schools with the highest percentage of free school meals achieved their best ever results this year.

Attendance in both secondary and primary has improved by over one and 1.3 percentage points respectively. This equates to our pupils attending for over 80,000 days more than last year.

Adult and community learning has had a provisional judgement of good and excellent from Estyn.

Good progress is being made against the LAESCYP Inspection post inspection action plan from 2013.

The LA has a good track record in managing surplus places in English-medium schools, while providing Welsh-medium places, through the QEd 2020 programme.

Safeguarding arrangements are robust and monitored carefully; Service and team plans link well to Directorate and Corporate priorities.

Areas to develop*

- Improve benchmark performance of schools at 7, 11 and 14 years of age;
- Reduce the number of pupils educated outside of mainstream schools;
- Improve the quality of provision at the secondary pupil referral units;
- Reduce NEETS at age 16
- Continue the work to improve primary and secondary attendance.

Will the service improve?

Factors likely to support improvement:

Senior political and officer leadership of education is strong;
Education priorities are very clear and support the delivery of the Corporate agenda very well;
Political and officer accountability and scrutiny of performance within the Education Department is robust ;
The new education improvement team is well led and is making a positive contribution to school local authority relationships

The factors that are likely to hinder improvement*:

- Difficult budget decisions in the next three years;
- Unplanned budgetary cuts from Welsh Government ; and
- The regional education agenda not aligning itself to local priorities and the need for resources.

Recommendations

1. Improve benchmark performance of schools at 7, 11 and 14 years of age;
2. Continue to improve the performance of pupils in receipt of Free school meals;
3. Reduce NEETS at age 16
4. Further develop the School to School Support strategy;
5. Review the Ethnic Minority Language and Achievement Service;
6. Restructure Education Other Than at School;
7. Review the delivery and financial viability of Employment Training;
8. Continue with the Business Administration Review.

***Areas to develop and factors that hinder improvement should be in the service business plan.**

Report of the Convener of the Social Care at Home Scrutiny Inquiry Panel

Scrutiny Programme Committee – 22 December 2014

SOCIAL CARE AT HOME SCRUTINY INQUIRY – FINAL REPORT

| | |
|---------------------------------------|--|
| Purpose | To present the final report for the scrutiny inquiry into social care at home |
| Content | The final report is attached which concludes the inquiry. |
| Councillors are being asked to | a) Agree the report for submission to Cabinet b) Identify any issues that might be emphasised as the report is presented to Cabinet c) Consider whether any issues arising merit inclusion in the future scrutiny work programme |
| Lead Councillor | Councillor Uta Clay, Convener |
| Lead Officer and Report Author | Dave Mckenna, Scrutiny Manager |

1. Details

- 1.1 The final report arising from the Scrutiny Panel's inquiry into how the Council can improve social care at home is presented to the Committee for agreement. The attached report presents the conclusions and recommendations arising from the inquiry that sought to answer the following question:

How can the Council and its partners best support older people to remain in their own homes?

- 1.2 The report is structured in the following way:

- Foreword: Why This Matters
- Summary of Conclusions and Recommendations
- Why We Produced this Report
- Evidence Considered
- Conclusions
- Recommendations
- Acknowledgements
- About the Panel

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

- Sufficient evidence has been gathered in order to address the question that the inquiry aimed to answer;
- The conclusions of the panel are supported by the evidence gathered by the Panel;

- The recommendations of the Panel follow from their conclusions and are reasonable, achievable and capable of being actioned and monitored.

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

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

2. Issues for Further Scrutiny

- 2.1 The Committee should note that the Panel experienced goodwill and positive support from those providing information for what was an inquiry into a complex area. However, we encountered serious difficulties in obtaining some of the information that we needed and these issues are detailed in the report.

- 2.2 As a result of the inquiry, the Panel suggests that the Committee consider a number of topics as part of its future workplan. These topics, highlighted in the report are:

- The break down of costs for the Council associated with directly providing paid care and why these differ from the costs associated with external providers
- Alternatives to residential and home care and how the Council might provide these alternatives
- The brokerage system for social care at home (should the time and task approach be retained)
- Social Care at Home for groups of people other than older people

3. Legal Implications

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

4. Financial Implications

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

Background Papers: *see attached report*

Contact: Dave Mckenna, *Scrutiny Manager, 01792 636090*

Date: *18/12/2014*

Legal Officer: *Nigel Harvard*

Finance Officer: *Carl Billingsley*

Building an Independence Service

How can the Council and its partners best support older people to remain in their own homes?

The Social Care at Home Scrutiny Inquiry Panel
City and County of Swansea - Dinas a Sir Abertawe



December 2014

Why This Matters by Councillor Uta Clay (Convener)



First, may I thank my predecessor, Councillor Jane Harris, for her commitment and work in chairing this scrutiny panel for almost a year, until her promotion to Cabinet. I thank my colleagues for trusting me to finalise this very comprehensive study of Social Care at Home.

Adult Social Care, together with affordable homes for all and fit for purpose public transport, has the greatest practical impact on the day to day lives of our people. The wonderful advances of medical care means that many more people live to a high age than a generation ago. This good bit of news has a sting: with more elderly people needing support to enjoy a good quality life, there is pressure for expansion of support services to enable people to remain independent for as long as possible and avoid having to be cared for in an institutional setting like a hospital or residential care.

However, at the very time of greater demand, local authorities are facing unprecedented pressure from the Westminster government (passed on by the Welsh government) to make deep spending cuts as a remedy to pay for the massive deficit caused by the banking crisis of 2008. This national policy of austerity places Swansea Council in an appalling situation where cuts have to be implemented whilst need is growing. In response the Welsh government and Swansea Social Services Department initiated a wholesale review of services and policy proposals for the transfiguration of Adult Social Care.

In preparation for these changes this panel looked at how social care is presently delivered to people who wish to remain in their own homes. We received information from our officers, we invited voluntary organisations to offer their perspective, we spoke to professionals both in health and social care, we heard from private providers, we spoke to older people at day centres and in their own homes and we listened to carers and their support organisations.

We were impressed with the dedication of professionals we met, we recognise initiatives which work well, we have highlighted areas that need to be improved but also some that don't work well and need to be replaced. We encountered a great deal of goodwill from all parties, both in-house and external, but this was an inquiry into a complex area and it was not always easy to find the information we needed.

Last but not least I wish to pay tribute to the thousands of 'informal carers' (family, friends, neighbours) without whose commitment our services could not cope, whose never ending work is often overlooked and whose needs are frequently not recognised.

I thank all panel councillors for the sustained work over 12 months, the contributions that brought personal insights to this process and the diligent scrutinising of details that culminated in a report which, I am certain, will be an indispensable contribution to the new TASS panel and will inform the changes necessary for Swansea to maintain social care for adults which are affordable and realistic.

Summary of Conclusions and Recommendations

Building an Independence Service

How can the Council and its partners best support older people to remain in their own homes?

Conclusions

1. Build an independence service to replace the current care service
2. Put tackling loneliness at the heart of our prevention agenda
3. Make sure there is help for cleanliness and hygiene where needed
4. Improve access to the information and help that people need
5. Make the most of the first contact
6. Roll out the Gower model
7. Work with external care providers as partners
8. Invest in the paid carers
9. Care for the unpaid carers
10. Ensure that the voices of older people can be heard
11. Build a 'community of support'

The Panel recommends that Cabinet:

1.1 Long term challenges

1. Expands and enhances the reablement service
2. Moves the social care at home service from 'time and task' to an outcome based system
3. Implements the Gower model across the Swansea area as planned
4. Protects day centres and respite services wherever possible

1.2 Medium term improvements

1. Includes social contact as an element of care plans
2. Includes cleanliness and hygiene as an element of care plans
3. Undertakes a review of the information provided on the Council's website with carers and service users
4. Expands the role of the intake to team to be an 'independence advice team'
5. Reviews the assessment process including the training needs and qualifications of the Intake Team
6. Ensures that local ward councillors are effectively engaged in locality approaches such as the Gower Model
7. Involves external providers when any significant aspects of the service are redesigned

8. Adopts and implements the UNISON Ethical Care Charter
9. Stipulates living wage in contracts
10. Reviews the use of zero hours contracts
11. Holds a stakeholder conference for all partners and providers to discuss the future of social care at home and shared principles going forward – models of home care

1.3 *Quick wins*

1. Publishes a simple 'map' of the home care process on the Council's website that can be downloaded and printed
2. Provides a simple up to date list of who to contact when you need help on the Council's website that can be downloaded, printed and circulated
3. Ask the Health Board to review the system for providing basic support items e.g. incontinence pads
4. Holds local events for community connectors to network with councillors and other informal connectors
5. Investigates the delays between assessment and brokerage while broader changes are being considered
6. Checks whether all unpaid carers are receiving their assessments and annual reviews
7. Ensure that complaints information is easy to find on the Council website

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2 WHY WE PRODUCED THIS REPORT

2.1 Overview

2.1.1 In selecting this topic and producing this report we wish to underline both the significance of social care at home services and the challenge that comes with ensuring that they are effective. We recognise that work is ongoing in this area and that a major transformation programme is underway. Nevertheless, as a Panel we believe that we can make a valuable contribution both to service improvement and more generally to the way in which the independence of older people is supported across the City and County of Swansea.

2.2 Selecting the topic

2.2.1 The Inquiry into Social Care at Home was proposed by the Annual Scrutiny Work Planning Conference in May 2013 and was subsequently included in the scrutiny work programme by the Scrutiny Programme Committee.

2.2.2 This topic was chosen firstly because providing social at home (or domiciliary care as it is sometimes known) is a significant service area for the Council. Up to 1800 people may receive social care at home at any one time and while less than 30% receive an ongoing home care service directly from the Council, the City and County of Swansea nevertheless has overall responsibility for all of the care provided.

2.2.3 Supporting older people to live at home is also one of the Council's corporate objectives. The Council wants to ensure that: *'People are safe, well and supported to live independently'*. Within this objective the Council has agreed to: *'Increase the percentage of people that are supported to be independent'*.

2.2.4 Furthermore, promoting the independence of older people is one of the 21 challenges contained in the One Swansea Plan. Specifically it includes the aspiration to increase the percentage of people supported in their own home, rather than in residential care, to 85%. Swansea's performance for 2012/13 was 80.2%.

2.2.5 As a Council we want our older people to be able to live independently in their own homes, not just because it costs us less than residential care but also because we respect that this is the choice that the vast majority of people would make for themselves.

2.2.6 As well an issue of strategic importance for the Council and its partners, providing social care at home in order to support independence is an issue of concern. Increasing demand as a consequence of an aging population coupled with the drastic reductions in public funding mean that the old ways of doing things are no longer fit for purpose. Business as usual is not an option.

2.2.7 Older people are not the only group to receive social care at home. The Panel agreed to focus on older people during this inquiry, but to recommend to the Scrutiny Programme Committee that further work should be carried out

in the future with other groups requiring social care at home. These could include people with physical and learning disabilities, including children and young people, as these are considered by the Panel to be equally as important. The Panel felt that it was necessary to focus on only one of these areas, in order to produce a clear and meaningful report.

2.3 *Moving to a new model*

2.3.1 The Council recognises that a new model for providing this service is needed. This is being delivered through the Transforming Adult Social Services (TASS) Programme. This programme, which has been developing over the last three years, is underpinned by the Council's Policy Commitments, the Sustainable Swansea initiative and the requirements of the new Social Services and Wellbeing (Wales) Act 2014. Each will be briefly outlined in turn.

2.3.2 'Standing up for High Quality Health and Social Services' is one of the Council's Policy Commitments includes the following themes:

- Prevention, not failure
- Localising Services
- Working Together
- Public Interest above Private Profit
- Invest in our People

2.3.3 Since we started our Inquiry and as part of the two year review of the Policy Commitments presented to Council in August 2014, the following was also highlighted:

- **Support independent living; provide improved options for older people.** We have commissioned, engaging with other stakeholders, an independent review of Older People's services with a view to developing a sustainable options for older people

2.3.4 The outcomes of this review were not available before the conclusion of the evidence gathering for this Inquiry.

2.3.5 Sustainable Swansea – fit for the future, is the long term plan for change being developed by the Council in order to address the financial, demographic and social challenges facing Swansea. The savings of £70 million that will need to be achieved over the next three years illustrates the scale of this challenge and why change will need to be radical and far reaching.

2.3.6 Sustainable Swansea has four workstreams, all of which are relevant to social care at home. These are:

- Efficiency
- New models of service delivery
- Prevention

- Stopping services
- 2.3.7 Further information about Sustainable Swansea can be found at: www.swansea.gov.uk/sustainableswansea.
- 2.3.8 The Social Services and Wellbeing (Wales) Act 2014 received Royal Assent on 1st May 2014 and will be implemented in April 2016. Under the Act each local authority, working with partners, must ensure people have the information and advice that they need (including support for carers), and, where appropriate, help and assistance¹. The Council will need to provide:
- The first point of entry
 - Information to help people understand how the care and support system operates within their area
 - The service to all citizens
 - Citizens with the opportunity to begin the discussion of their care and support needs and to identify what they want to achieve
 - Options and signpost citizens towards appropriate care and support, including advice on the range of preventative services available in the community
 - Where appropriate, active assistance for people to help them access services
 - A service that is accessible/understandable to individuals
- 2.3.9 As a Panel we hope that our recommendations will support the Council in meeting these requirements of the Act.
- 2.3.10 In response to the Council's Policy Commitments, the Sustainable Swansea Programme and the requirements of the Social Services and Wellbeing (Wales) Act, the TASS Programme has three strands:
- Redesigning the operating model towards wellbeing, prevention and self-managed care
 - Reshaping and remodelling services – services are commissioned to be more person centred, flexible, innovative and better value for money
 - Refocusing on communities to ensure that we are linking citizens into local resources and networks
- 2.3.11 The TASS programme is now moving into a new phase in order to implement the new Act. Specifically it will be:
- Working regionally through the Western Bay Regional Health and Social Care Programme
 - Operating in partnership with Health and the Third Sector

¹ Factsheets about the Act can be found on the Welsh Government Website at: <http://wales.gov.uk/topics/health/publications/socialcare/guidance1/factsheets/?lang=en>

- Engaging with citizens, service users, carer and staff about a future model of social care.

2.4 *Intended contribution*

2.4.1 As a Panel we believe that we can make a valuable contribution to this process of transforming the Social Care at Home service. We recognise that the challenges are deep seated and often complex. We also believe that, while no one has all of the answers, success will only come from a conversation that everyone is able to contribute to. It is in this spirit that our conclusions and recommendations are offered.

2.4.2 Specifically this report aims to contribute to this vital debate by:

- Drawing together some general principles for the development of the home care service
- Offering proposals for improvement in the long, medium and short term
- Providing a councillor perspective on how well the service is working
- Pointing to good practice examples
- Sharing the views of different people within the home care 'system'

2.4.3 We are also happy to recognise the limitations of the inquiry. Given the complexity of the topic and the time that we had this report necessarily provides a broad view. We simply did not have the time to go into issues in depth.

2.4.4 Finally, many of our conclusions are in line with the Council's current direction of travel and these are offered in order to provide reassurance. Other may be either additional or contrary to what has already been agreed. These are intended to offer challenge and to stimulate debate. Where we have made recommendations these are intended to help improve the service.

2.5 *Use of key words and phrases*

2.5.1 We found a number of terms that were used to mean different things or that may not be known to the lay person. In writing this report we have used a number of terms as follows:

- We have distinguished clearly between paid and unpaid carers although we found that not everybody does. Paid carers are those employed to visit people's homes to perform tasks, unpaid carers are family and friends or other volunteers providing support.
- Brokerage is a term that can either refer to the Council's system of allocating care packages to private providers or more generally to helping people to access services. Here we use the term brokerage to mean the narrower first definition.
- Reablement is a term that can refer to a medical intervention such as physiotherapy required to support independence or may also be used more generally to mean any process that supports independence such as

the provision of a handrail for example. Here we use the term more generally and use 'physical reablement' when appropriate.

3 EVIDENCE

3.1 Evidence Collected

3.1.1 Evidence was collected between January and September 2014. In total 17 evidence gathering activities were undertaken by the Panel as follows:

- a. Q&A with Head of Adult Social Services and Lead Officer
- b. Home Care Good Practice Case Studies
- c. Roundtable with representatives from ABMU Health Board, 50+ Network and Age Cymru Swansea Bay
- d. Q&A session with Internal Provider, Legal and Procurement
- e. Q&A Session with External Providers
- f. Visits to Day Centres to Meet Service Users
- g. Survey of Service Users
- h. Questions in Swansea Voices
- i. Q&A with Cabinet Member, Contracts Officer and Internal Provider
- j. Presentation from Unison about their Ethical Care Charter
- k. Presentation from the Gower Integrated Care Team
- l. Q&A with the Head of Adult Social Services
- m. Presentation from Swansea Carers Centre
- n. Further information from Social Services
- o. Presentation from the British Red Cross
- p. Visits to Meet Service Users and Carers in Their Homes

3.1.2 For full details of how the evidence was gathered including details of all of the findings from each session please see the findings report for this inquiry. This report can be downloaded at www.swansea.gov.uk/scrutiny.

4 CONCLUSIONS

4.1 *Build an independence service to replace the current care service*

- 4.1.1 The TASS programme aims to ensure that services should focus on outcomes and independence. We wholeheartedly agree that this is the right direction and we support the Council's Policy Commitment to focus on prevention. However, aspects of the Social Care at Home Service remain out of step with this aspiration; in particular the 'time and task' model and the brokerage system. We believe that this model should be replaced with one that has outcomes rather than tasks at its heart.
- 4.1.2 The Domiciliary Care Assessment Service provides a six week period of 'reablement' for most of the older people receiving support from social services in order to help them regain their independence². This service works with the individual to achieve the outcomes that are important to them and to help them to be as able as possible to look after themselves. As a Panel we believe that this is the right approach and should be the way that services are provided even after the initial six week period. Currently, after the Domiciliary Care Assessment Service has finished with a person, and where required, a long term care package is put in place through the brokerage system. This care is provided through a time and task approach.
- 4.1.3 As a Panel we believe that the time and task system, in other words allocating paid carers specific tasks to do in people's homes, has serious limitations and does not provide acceptable care for all. We are concerned that 20 minute packages of care may not be sufficient to meet people's needs. We heard evidence from Age Cymru Swansea Bay that a paid carer had been witnessed arriving at their destination, assisting the client, completing the relevant paperwork, making the call to the office to report their presence and leaving. Out of a total of twenty minutes, only twelve minutes were spent with the client. As councillors we have heard similar accounts that, while anecdotal, suggest that some care packages may not be adequate for many older people.
- 4.1.4 While the Council, which provides in house support for 29% of those receiving social care at home, is able to provide a better service than external providers, the higher cost of this service means that it cannot be available for all. Indeed, the current system seems to offer the Council an impossible choice between providing a higher quality service for fewer people or a lower quality service for more. We do not believe that a model that has such a tension at its heart can be defended in the long term (see also 4.8.4). [reference ought to be 4.8.4?]
- 4.1.5 A further shortcoming of time and task is the inflexibility of the system. In our opinion assessment should be a three way ongoing conversation between the client, the provider and the Council that continues after the initial six week 'reablement' period. This is the approach in Councils such as Thurrock and

² <http://www.swansea.gov.uk/article/3915/The-Domiciliary-Care-Assessment-Service-DCAS>

for third sector organisations such as the British Red Cross, for example. With the current system, however, once packages of care have been allocated they can be difficult to change. We heard from external providers that while they undertake their own assessments these are not recognised by the local authority. We understand from Social Services that where a provider indicates that someone's needs have changed then a review will be triggered and that the initial assessment process through the Domiciliary Care Assessment Service is intended to ensure that the care that is commissioned is appropriate to meet the support needs agreed with the person. Nevertheless, we had indications that, if the assessment does not get it right then there is a wait of 12 months to the review. While we accept that providers may have their own incentives for changing care packages but we are still concerned that a lack of flexibility may be detrimental to the service.

4.1.6 We found that the current brokerage system is not well suited to providing a good service. Once people have had their needs assessed and been through the Domiciliary Care Assessment Service if referred there, a care package is may be designed for them. This package is then offered to care providers through the brokerage system. This is a list that all providers have access to and, if they can meet the needs of the client, they can make a claim for that work.

4.1.7 We want to highlight a number of difficulties associated with the brokerage system:

- The time it takes from intake to any support being received is a cause for concern. It can certainly take up to six or seven weeks or, according to anecdotal evidence that we heard, significantly longer than this. While we understand that people should remain with the Domiciliary Care Assessment Service if there is any delay in securing a provider, we are concerned that this may not always be the case based on the evidence that we heard.
- There are examples when no providers want to take up a particular package if it is seen as unattractive
- At the time we collected our evidence packages were being offered city wide. This makes it difficult to group clients together in areas so that paid carers could work to patches and have less travel time.
- There are a limited number of providers in the social care market. Apart from the Council there are four external care providers delivering the majority of packages locally.

4.1.8 The Council clearly acknowledges these difficulties and is taking steps to address them. We heard from officers that a patch based approach to allocating care packages is being developed but also that the weak state of the social care market means that this cannot always be achieved.

4.1.9 We also heard from the previous Cabinet Member that he wanted to see a greater diversity of providers in order to increase resilience to market failure

and to raise standards. We support in particular the aspiration to bring more voluntary agencies and co-operatives into the market. We felt that the Sunderland Home Care Associates was a particularly good example to look at. At the same time we are concerned about the lack of progress in this regard.

- 4.1.10 Ultimately, however, we question whether a 'market place' approach to delivering long term care packages is the right one. We argue instead that the Council needs to move from a time and task system to a system that focuses on positive outcomes for the citizen; from a system that is concerned primarily to assess eligibility to one that seeks to understand what people need to enable them to stay independent. Such a service would move away from just the allocation of personal care tasks, important as they are to support independence, and allow much greater flexibility for paid carers to work with their clients on a range of issues.
- 4.1.11 We believe that such a service is achievable. We know that many voluntary organisations work on this basis and were impressed with the evidence we heard from the British Red Cross about their approach. This involves working holistically with the client to negotiate and achieve three independence goals. We heard that Social Services are trying to work with private sector providers to encourage more independence work to take place as part of long term care packages but we also understand that there are a number of issues to be tackled including staff training, cultural issues and commissioning issues. While we endorse this aspiration we wonder how achievable it is within the current 'time and task' framework.
- 4.1.12 We also collected evidence about other authorities who employ an outcomes approach such as Wiltshire and Essex Councils. Wiltshire County Council has established a framework of outcomes relating to both 'reablement' and 'maintenance'. Care plans based on these outcomes are person centred and negotiated between the service user, provider and the local authority. Similarly Essex County Council have moved from 'time and task' to a system that pays for outcomes rather than activities. This approach has resulted in savings for the Council as well as a stabilised providers market where competition takes place primarily on the basis of quality rather than cost.
- 4.1.13 Getting people up on their feet after a fall or other health problem, is an essential part of supporting independence. As a Panel we believe that this part of the social care at home service should be developed and enhanced.
- 4.1.14 The central recommendation of this report is, however, that the Council should move from providing a care service based upon 'time and task' to an independence service based upon positive outcomes for our older people. The remainder of the report deals with a number of issues linked to this proposal.

4.2 *Put tackling loneliness at the heart of our prevention agenda*

- 4.2.1 As a Panel we felt strongly that emotional wellbeing should be a core element of support for independence. We believe that the effects of loneliness and

social isolation can have a negative impact upon people's physical and mental health and therefore undermine independence.

- 4.2.2 We know that this is already an issue for many working in the sector. Gwalia's Extra Care scheme, for example, is a flexible model that provides people with the comfort and security of a personally owned home but with the added benefit of a wider community of support at hand. The Council's Community Connector scheme is another good example of how social isolation can be tackled.
- 4.2.3 Nevertheless we would like to see a greater emphasis on this issue and it playing a greater part in the mainstream provision of social care at home. This would include recognition that the paid carers who work in people's homes provide a vital source of social contact for many. Social contact should therefore be considered as a key element of social care at home care plans.
- 4.2.4 As a Panel we also wish to stress the importance of day centres and respite services in this regard. We also want to recognise all of those, whether voluntary, community based or private sector, who provide people with opportunities for social contact.
- 4.2.5 In this context we also believe that the Council should explore alternative approaches to housing, such as Gwalia's Extra Scheme, although this is only one example. This is an issue that is, however, beyond the scope of this report. We would therefore like to suggest that it is picked up by the Scrutiny Programme Committee as part of the scrutiny work programme.
- 4.3 *Make sure there is help for cleanliness and hygiene where needed*
- 4.3.1 One strong concern we had as a Panel was that the 'basics' such as a cleanliness and hygiene should be important considerations for the social care at home service. We understand that cost constraints mean that it is no longer possible to provide services such as cleaning directly but we feel that any service should be doing as much as possible to help people to access these services by other means. We believe that it is detrimental to ignore this because it could lead to deterioration in physical health but also many people may become depressed if they have to live in poor conditions. More fundamentally we believe that everyone is entitled to the dignity that comes with basic cleanliness and hygiene.
- 4.3.2 One issue linked to this that we concerned about was the availability of incontinence pads. We believe that it is more difficult than it should be to get access to these vital support items and we would urge the Cabinet Member to ask the Health Board to look at whether the current system can be improved.
- 4.3.3 As a panel we recommend that issues of cleanliness and hygiene are monitored and reported by paid care staff in a way that will allow early intervention and support to be provided.

4.4 *Improve access to the information and help that people need*

- 4.4.1 As the service moves from providing care to supporting independence so the provision of information and the signposting of services will become more and more important. We note also that this is a central component of the Social Services and Wellbeing (Wales) Act 2014. While we understand that the service is being expanded with the help of Welsh Government Grant Funding we believe that the Council needs to invest more in this aspect of the service in order to support independence and reduce demand for services further down the line.
- 4.4.2 Better information starts with information about the social care at home system itself. During our inquiry we were unable to find a concise and clear explanation of the process that we were able to fully understand. Given that we spent many months exploring these issues we suspect that ordinary members of the public will certainly struggle. Given this difficulty and given that this is a requirement of the Act we ask that a simple map of the process is produced and published as soon as is reasonable.
- 4.4.3 The second issue is the provision of basic information about the service. While we recognise that everything that needs to be is published we also believe that this information could be presented in a simpler and more accessible way than through the use of fact sheets, as is currently the case. In the short term we suggest that a simple, short list of contacts is published on the website so that it can be downloaded and used in doctors' surgeries, by councillors etc. In the medium term we recommend that the website is redesigned following a review of user needs of the type conducted by the Government Digital Service. Such a review should also ensure that the needs of all communities in Swansea are being met particularly those BME communities that we understand are not accessing services to the same degree as others.
- 4.4.4 Third issue is that of active signposting that, again, is a requirement of the Social Services and Wellbeing (Wales) Act. This is clearly an issue that the Council has been working on and as a Panel we fully endorse the Community Connectors as a way to link older people to relevant initiatives in their communities. We also heard from the Carers Centre that the Connectors were a 'brilliant addition' and 'very effective'.
- 4.4.5 However, and while we recognise that this is a challenging issue, we believe that awareness of many services is still low. Members on the Panel, for example, were previously unaware of the SPICE project, provided through the health service, to support end of life care. While this is of course one anecdotal example we feel that steps need to be taken in order to ensure that awareness of services is widespread. We expect that future joint working with health will go some way to support this.
- 4.4.6 There is a wider point here about end of life care that we wish to stress. We are concerned that information about available services is not easy to access and we would urge the Cabinet Member to look into this as a matter of urgency.

- 4.4.7 While welcoming the Community Connectors initiative we wish to point to its limitations. It cannot be a replacement for other services and we do not expect that a large number of voluntary connectors will come forward to support the paid staff.
- 4.4.8 We also believe that more information needs to be provided about the Community Connectors themselves and that they could have better links with councillors and other 'unofficial' connectors. Our suggestion is that events are held regularly to allow relationships to be built in this regard.
- 4.5 *Make the most of the first contact*
- 4.5.1 We believe that support for independence should be the primary concern at in all aspects of the social care at home services and that this starts with the first contact. Currently this first contact is with the Council's Intake Team whose role is to assess the eligibility of potential new clients and either refer them into the system or signpost them elsewhere. We believe that this first contact could be made better.
- 4.5.2 First we think that the emphasis of the intake team could be shifted to more of an advice and signposting role. While this may mean added investment this could provide major support for prevention and reducing service demand if done well. We heard about Neath Port Talbot's placement of a voluntary sector advisor in their equivalent team, for example, and feel that this is an option worth pursuing. Such a team should be the single point of contact for all independence enquiries.
- 4.5.3 We would also suggest that the name of the team is changed. The current name of 'intake team' is far from user friendly and does not describe the kind of service we believe should be provided. Any new name should reflect that the team provides advice on independence issues first and foremost. This change would signal the new role and should provide a more positive face to the public.
- 4.5.4 We are concerned about the use of telephone assessments by the intake team. We do not think that these can be effective and in many cases may gather incorrect or insufficient information from unpaid carers or clients. The assessment process that the British Red Cross uses, for example, is face to face and seeks to build up an understanding of the person's issues and needs over more than one meeting. We appreciate that there may be cost implications associated with introducing such an approach but, as before, we feel this will lead to better outcomes and savings in the longer term.
- 4.5.5 To support such an approach it is important that those in the intake team have the right skills and training. One concern we had, for example, was the lack of qualified social workers in the intake team. This is an important issue given the nature of the assessments. We recommend therefore that the skills and training needs of the intake team are reviewed.
- 4.5.6 One further issue to note at this stage is the delays between assessment and brokerage. As mentioned above, people can wait up to seven weeks, and sometimes longer, from first contact to receiving their care package. We

would like to see the Cabinet Member undertake an urgent investigation of this issue to see what short term improvements might be made.

4.6 *Roll out the Gower model*

- 4.6.1 One particularly positive development that we learnt about was the Integrated Gower Team. This is a pilot scheme that brings together Council domiciliary care staff with health professionals in order to support independence. We understand that further evaluation is being undertaken and we do not therefore want to go into too much detail. There are however some points that we would like to make.
- 4.6.2 The presentation that we received from those involved convinced us that the pilot is working very well and this is therefore an approach we want to endorse. It is an approach based on outcomes that uses face to face assessments and is open to anyone to 'refer in'. It is therefore consistent with other arguments in this report.
- 4.6.3 A clear strength of the model is the locality approach. The focus on localities for social care services is a Council policy commitment and rightly so. By focusing on one geographic area it allows for a more compact and cost effective service to be provided. Professionals working with the team are able to build up good local knowledge and understanding of the local community. The compatibility of this approach with the Community Connectors initiative is also obvious. Another opportunity associated with this approach is that of utilising unused community buildings and we urge the Cabinet Member to ensure this is looked into.
- 4.6.4 A second strength is the close interaction between different professionals particularly between council and health staff. We heard about a range of benefits associated with a multi agency team including shared knowledge, shared training and improved access between professionals. We welcome any initiatives that can foster closer working with health and particularly with GPs.
- 4.6.5 For these reasons we are pleased to hear about the development, through the Western Bay Regional Partnership, of an intermediate care tier. We believe that this scheme, funded through a Welsh Government grant, can offer citizens a simpler, more seamless way to access local health and social care services. Positive aspects of the scheme include the plans for a shared access point, three network hubs and multi agency teams as is the case in Gower.
- 4.6.6 In rolling out these plans we ask the Cabinet Member to ensure that local ward councillors are able to engage and contribute. Councillors have an important role in terms of signposting and advocacy and this needs to be recognised.
- 4.6.7 In terms of social care at home, however, the challenge for this model as it is rolled out, is that of working with external providers. Currently the Integrated Team provides care directly through council staff and, given the apparent

higher costs associated with Council compared with private provision, this will not be possible on a bigger scale.

4.7 Work with external care providers as partners

- 4.7.1 After listening to the views of external providers we believe that they can have a positive role not just in delivering the service but in improving it as well. We wish to acknowledge the difficulties that these providers have given the low hourly rates paid by the local authority and the fact that these rates have not increased over a number of years.
- 4.7.2 We were impressed that the private providers were interested in the wellbeing of their clients and the quality of the service as much as any potential profit. There was a general feeling among the external providers that we spoke to that the delays between assessment and brokerage were too long and that the time and task system needed to be replaced by an outcomes approach. As a Panel we endorse the policy commitment to put 'public interest above private profit' in this context but do not see the pursuit of private profit as being of major concern.
- 4.7.3 We were concerned to hear that the external providers felt that the local authority did not listen to their concerns and that communications with social workers seemed to be poor. We believe that an effective transformation of the service will require meaningful input from all stakeholders. We recommend, therefore, that the Cabinet Member looks at good practice examples such as Thurrock and Wigan where aspects of the service have been co-designed with the providers.

4.8 Invest in the paid carers

- 4.8.1 The quality of the social care at home service and the effective of prevention and independence initiatives will be dependent upon the staff working with older people on the frontline. Decent pay and conditions as well as appropriate training for paid carers, regardless of employer, are a pre condition of an effective service.
- 4.8.2 As a Panel we want to acknowledge that providing social care at home can often be a difficult job in difficult circumstances. This is a role that attracts neither the recognition nor the rewards that it deserves. We note that one of the fundamentals of the TASS programme is a new model of social work. We suggest that there also needs to be a new model of social care work. We hope that this is an issue that can be picked up by the Cabinet Member.
- 4.8.3 One further cause for concern is the difference in pay and conditions between the Council and other providers when it comes to paid carers. External providers told us that it was difficult to retain staff when positions at the Council were more attractive. While we are certainly not suggesting that Council conditions are reduced we do recognise that this difference causes a staff retainment problem that is ultimately detrimental to the quality of care provided.

- 4.8.4 Linked to this we wish to highlight the difficulties we had in obtaining detailed information about how the costs for paid carers were broken down. We had difficulty in particular clarifying how travel costs in different areas affected the rates for council paid staff and this made it difficult to get a true picture of the difference between council and external provision.
- 4.8.5 We heard evidence from UNISON about their ethical care charter that seeks to ensure that staff are able to provide quality care. We believe that the charter is entirely consistent with the principles set out in this report and would therefore urge the Cabinet Member to consider whether the Council could sign up. At the same time we believe that all care staff, whether employed by the Council or otherwise, should be entitled to a living wage. We would ask that this point is also considered by the Cabinet Member.
- 4.8.6 On the issue of zero hours contracts the Panel felt that, broadly speaking, they should not be used if possible. However, while some Panel members wished to see the use of such contracts ruled out in any circumstance, others felt that there were occasions when they could be of benefit to both employer and employee.
- 4.9 *Care for the unpaid carers*
- 4.9.1 Beyond the paid carers we need to recognise the army of family, friends, neighbours and other volunteers who make independent living possible for many older people. These unpaid carers also need support if they are to continue caring.
- 4.9.2 The recently introduced focus on unpaid carers in the assessment process is a positive step that we would like to recognise. We also heard from the Carers Centre that the intake team were 'excellent to deal with' in this regard. However, the 'pre-set script' used by the team was raised as a limitation especially when carers were talking to the team directly. As with client assessments we believe that face to face conversations will always be preferable to phone contact and checklists. A concern we identified is that carers often feel guilty about asking for help because that could suggest that they cannot cope, and this does not get picked up by phone.
- 4.9.3 While we welcome the introduction of assessments for all carers we heard some evidence to suggest that not all carers are being assessed and that not all annual reassessments are being carried out. We therefore ask that the Cabinet Member checks the extent to which this is the case.
- 4.9.4 One important issue raised by the Carers Centre was that of respite and the closure of day centres. We recognise that the provision of day centres and similar services has a double benefit. They not only provide a benefit for the older people that attend them but also provide an often essential break for their unpaid carers. We urge the Cabinet Member to consider this when making decisions about such services in future.
- 4.9.5 Unpaid carers are important stakeholders and need to be involved in improving the service. We understand that the Council already has

arrangements for consulting and involving unpaid carers and we hope that these continue to be utilised and enhanced.

4.9.6 We support the Council's relationship with the Carer's Centre and hope that it can continue to be meaningful. We also recognise, however, that this organisation does not represent all carers and that the the Council needs to ensure that consultation and engagement is advertised more widely.

4.10 Ensure that the voices of older people can be heard

4.10.1 Having discussed various stakeholders in the social care at home system we now come to the most important group of all – the older people who receive the service. Ensuring that older people have a voice in the system is another clear requirement of the Social Services and Wellbeing (Wales) Act 2014. We spoke to a small number of older people both in day care settings and in their own homes. While this was too small a sample from which general conclusions can be reached, combined with the rest of the evidence we collected it allows a number of conclusions to be reached.

4.10.2 Two routes through which the voice of older people can be heard are advocacy and complaints. We believe that, for the system to be effective, both routes need to be working well.

4.10.3 Advocacy means having someone on your side; someone who can represent you views and interests, access information for you and make sure your rights are being defended.

4.10.4 We fully support the advocacy work being conducted in the voluntary sector by organisation such as Age Cymru Swansea Bay and the Carers Centre. We hope that advocacy initiatives such as these can be supported and maintained. The presentation we heard from the British Red Cross suggested that all of their work contained an element of low level advocacy. We believe that this principle could be extended as the social care at home service is developed so that advocacy for older people is everybody's business.

4.10.5 We heard from Age Cymru Swansea Bay that they had received such a high number of concerns that they are now about to embark upon a campaign to highlight complaints made about domiciliary care. Most of the concerns have been in relation to cuts in time spent with clients associated with 'time and task'.

4.10.6 We found it difficult to understand the complaints system and in particular found it unhelpful that a different process existed depending on whether someone received their care from the council or from an external provider. We note, however, that people have the choice of which complaints process to use. We were also concerned that information about complaints did not seem to be routinely shared between different parts of the system. In particular we think that social services should be aware of all relevant complaints. We believe, therefore, that the complaints system should be subject to a wider, more detailed review than we are able to provide while appreciating that national bodies such as CSSIW would need to be involved. In the short term we ask the Cabinet Member to review the information

provided to the public about making a complaint to ensure that it is fit for purpose.

4.11 Build a 'community of support'

- 4.11.1 During the course of our inquiry we spoke to a wide range of people all of whom had a genuine commitment to providing the best for our older people and all of whom recognised the importance of supporting older people to be independent on their own terms.
- 4.11.2 What is missing, we feel, is a strong sense of community amongst the various stakeholders in the system. We also came across stakeholders who felt that communication with the council could be improved or that they were not being listened to.
- 4.11.3 We believe that it will only be possible to achieve the system we need to support independence for older people if all stakeholders are actively involved in building it. To this end we propose that the Cabinet Member actively builds a 'community of support' around social care at home services. We suggest, as a first step, that a conference is held for all stakeholders, including councillors and trade unions, to discuss how we support older people and to jointly establish some principles going forward. Trafford Council provides an example of this type of approach.

5 RECOMMENDATIONS

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

The Panel recognises that the Authority

- (a) will need to ensure that any subsequent actions are legal and meet the requirements of any relevant legislation;
- (b) has a responsibility to make the best use of limited resources and that any additional costs will need to be considered carefully as part of the annual budget setting process.

The Panel has kept these principles in mind in the course of its investigations.

The Panel recommends that Cabinet:

5.1 Long term challenges

- 5.1.1 Expands and enhances the reablement service
- 5.1.2 Moves the social care at home service from 'time and task' to an outcome based system
- 5.1.3 Implements the Gower model across the Swansea area as planned
- 5.1.4 Protects day centres and respite services wherever possible

5.2 Medium term improvements

- 5.2.1 Includes social contact as an element of care plans
- 5.2.2 Includes cleanliness and hygiene as an element of care plans
- 5.2.3 Undertakes a review of the information provided on the Council's website with carers and service users
- 5.2.4 Expands the role of the intake to team to be an 'independence advice team'
- 5.2.5 Reviews the assessment process including the training needs and qualifications of the Intake Team
- 5.2.6 Ensures that local ward councillors are effectively engaged in locality approaches such as the Gower Model
- 5.2.7 Involves external providers when any significant aspects of the service are redesigned
- 5.2.8 Adopts and implements the UNISON Ethical Care Charter
- 5.2.9 Stipulates living wage in contracts
- 5.2.10 Reviews the use of zero hours contracts

5.2.11 Holds a stakeholder conference for all partners and providers to discuss the future of social care at home and shared principles going forward – models of home care

5.3 *Quick wins*

5.3.1 Publishes a simple 'map' of the home care process on the Council's website that can be downloaded and printed

5.3.2 Provides a simple up to date list of who to contact when you need help on the Council's website that can be downloaded, printed and circulated

5.3.3 Ask the Health Board to review the system for providing basic support items e.g. incontinence pads

5.3.4 Holds local events for community connectors to network with councillors and other informal connectors

5.3.5 Investigates the delays between assessment and brokerage while broader changes are being considered

5.3.6 Checks whether all unpaid carers are receiving their assessments and annual reviews

5.3.7 Ensure that complaints information is easy to find on the Council website

6 FURTHER SCRUTINY NEEDED

As well as our recommendations for the Cabinet we have also come across a number of issues that we believe may require further scrutiny. We propose to the Scrutiny Programme Committee, therefore, that it examines:

- 6.1.1 The break down of costs for the Council associated with directly providing paid care and why these differ from the costs associated with external providers
- 6.1.2 Alternatives to residential and home care and how the Council might provide these alternatives
- 6.1.3 The brokerage system for social Care at home (should the time and task approach be retained)
- 6.1.4 Social Care at Home for groups of people other than older people

7 ACKNOWLEDGEMENTS

The Panel is very grateful to everyone who contributed to the inquiry.

Particular thanks go to the service users and their carers who kindly allowed panel members to talk to them in their homes and to the service users and staff at Norton Lodge Day Centre and Rose Cross Day Centres.

Also to Nicola Russell-Brooks (Age Cymru Swansea Bay) who acted as an expert witness for a number of the evidence gathering sessions.

The Panel would like to thank Councillor Mark Child (Cabinet Member for Wellbeing), Carol Rea, Director of Adult Services, Paul Littlewood, Senior Principal Officer and Fiona Broxton, Contracting Officer, for all of their help and for the information provided.

The Panel would like to record its thanks to the following people who came and gave evidence:

Ali Williams (Contracting Manager, Social Services)
Alison Ransome, Community Nursing Network Manager (ABMU)
Alison Thomas (Alpha Homecare)
Amanda Lince (Crosshands Home Services)
Anne Williams (50+ Network CCOS)
Bill Williams (UNISON)
David Tovey (Coastal Housing)
Deborah Denis (Intake Team Manager)
Emma Lewis (Village Homecare)
Helen Carmichael (Aylecare Nursing Services)
Ian Millington (GP)
Jan Worthing (ABMU)
Janet Hooper (Directorate Lawyer-Social Services & Education)
Janet John, Senior Services Manager (British Red Cross)
Julia Crawley (Principal Officer Community and Intermediate Care)
Karen Gronert (ABMU Health Board)
Kathryn Chapman, Deputy Director (Swansea Carers Centre)
Linda Hughes (Senior Care Worker), Carol Rea, Head of Adult Services
Mark Hopkins (Family Housing Association)
Mark Parker (Home Care)
Mary Pitson (CEX Age Cymru Swansea Bay)
Rachel Brooks (Lawyer)
Shirley Bowen, Director (Swansea Carers Centre)
Stephen Francis (Home Comforts)
Stuart Bryce-Jones (Alpha Homecare)

8 ABOUT THE INQUIRY PANEL

The **Social Care at Home Scrutiny Inquiry Panel** is a team of Councillors who are not members of the Cabinet. Their role is to examine a strategic issue of concern and to make recommendations about how policies and services can be improved.

Members of the Panel

Uta Clay (Convener)

Jane Harris (Convener until September 2014)

Ann Cook

Jan Curtice

Chris Holley

Paxton Hood-Williams

Lynda James

Yvonne Jardine

Susan Jones

David Lewis

Hazel Morris

Gloria Tanner

Ceinwen Thomas

Linda Tyler-Lloyd

The inquiry was supported by Juliet Rees, Rosie Jackson and Dave Mckenna from the Council's Scrutiny Unit.

For further information contact:

Dave Mckenna

Scrutiny Manager

City and County of Swansea

Dave.mckenna@swansea.gov.uk

(01792 637732

Report of the Vice-Chair

Scrutiny Programme Committee – 22 December 2014

PROGRESS REPORT – SCHOOLS SCRUTINY PERFORMANCE PANEL

| | |
|---------------------------------------|--|
| Purpose | The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will attend the committee on a regular basis to provide a progress report, updating the committee on headlines from their Panel's work and impact. |
| Content | This report focuses on the Schools Scrutiny Performance Panel. Councillor Fiona Gordon, convener of the Panel, will appear before the committee to provide the update. |
| Councillors are being asked to | <ul style="list-style-type: none"> • Ensure awareness / understanding of the work of the Panel • Consider its effectiveness and impact • Consider any issues arising and action required |
| Lead Councillor(s) | 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 Schools Scrutiny Performance Panel is one of four Performance Panels that have been established by the committee. Whilst the work of Inquiry Panels leads to the production of a final report with conclusions and recommendations for cabinet based on evidence gathered on a specific issue, the work of Performance Panels represent regular monitoring of particular services.
- 1.2 Performance Panels are expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services. This correspondence is published within committee agendas to ensure awareness of Panel activities and enable the committee to comment on the matters raised and cabinet member responses, as well as to ensure visibility across the council and public.

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

Labour Councillors: 6

| | |
|----------------------------------|----------------|
| Mandy Evans | Penny Matthews |
| Beverley Hopkins | Hazel Morris |
| Fiona Gordon (CONVENER) | Robert Smith |

Liberal Democrat Councillor: 3

| | |
|------------|-----------------|
| Mike Day | Cheryl Philpott |
| Paul Meara | |

Conservative Councillor: 1

| | |
|-----------------|--|
| Anthony Colburn | |
|-----------------|--|

Statutory Coopted Members: 2

| | |
|-----------------------|-----------------|
| David Anderson-Thomas | Parent Governor |
| Sarah Joiner | Parent Governor |

2. Legal Implications

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

3. Financial Implications

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

Background Papers: None

11 December 2014

Legal Officer: Nigel Havard

Finance Officer: Paul Cridland

Schools Scrutiny Performance Panel Update

1. Remit of the Panel

The overarching purpose of the panel is to: provide ongoing challenge to schools performance to ensure that *pupils in Swansea are receiving high quality education; and the authority is meeting its objectives in relation to improving school standards and pupil attainment.*

2. Introduction

The Schools Performance Panel does this because it is a key *corporate improvement objective* to 'improve services for children and young people and in particular to maximise well being; raise standards of attainment and achievement; ensure services are safe and services provide excellent education opportunities'.

3. Key Activities

The Panel is currently meeting on a monthly basis (see attached work timetable) and the work completed since your last update in September includes:

- i. In September a session was had with the Chief Education Officer and the new Hub Head of School Improvement around support for schools from challenge leaders and ensuring consistency of advice and guidance to schools.
- ii. In October and November the Panel met with the Chair of Governors and Headteacher of Morryston Comprehensive School to discuss their school improvement plan and discuss support provided by the School Improvement Service.
- iii. On 13 November the Panel looked at pupil behaviour and how it affects school performance.
- iv. In December a session dedicated to looking at the Annual Education Performance Data was held and included the Cabinet Member for Education and the Chief Education Officer.
- v. Over this period the Panel has also kept up date with individual school Estyn Inspections publications and any advisory/practice documents including for example: relevant Estyn Inspection outcomes for Swansea, Estyn and other guidance information.

4. Achievements / Impact

The convener's letters to the Cabinet Member raise the points highlighted in section 3 above of which cabinet member responses have been received. Some the issues raised and responded to include, for example:

- The Panel recommended that the information on the United Nations Rights of the Child be included in the guidance given to home educators. The leaflet given to parents/carers who education their children at home has now been amended to include this information.
- The panel have been (and will be) following up on a number of issues that have been highlighted by schools when they have met with them including:
 - The issue of children being put on a school roll but never actually attending that school because they are on an educated other than at school pathway. Some schools are concerned that these children are on their roll but they have control over their outcomes or attendance and that in turn skews their performance figures.
 - Recruitment of and dealing with competency issues in relation to teaching staff.
 - The Special Educational Needs budget formula and its allocation to schools.

5. Future Work Programme

The Panel will meet with a further two schools in January and March and will speak to the Headteacher and Chair of Governors of each school. Prior to each of these sessions they will meet the appropriate Challenge Leader. Schools were chosen based on the outcomes identified in Regional Support, Challenge and Intervention Framework (RSCIF).

TIMETABLE/PLAN OF WORK 2014/2015
Schools Performance Scrutiny Panel

| Meeting date and venue | Item to be discussed |
|--|---|
| Meeting 1 29 April 14 – 3.30pm | Discuss and agree Panel work programme for the coming year |
| Meeting 2 5 June 14 – 3.30pm | Update on progress with Education Inclusion / EOTAS Review (Arwyn Thomas) |
| Meeting 3 3 July 14 - 3.30pm Chamber Meeting Room | Advice / assistance given to Schools and School Governing Bodies in relation to (<i>Arwyn and Human Resources</i>): <ul style="list-style-type: none"> – Tackling poor performance of teachers and dealing with competence issues – Recruitment of senior staff within schools |
| Education Inclusion Scrutiny Panel will be reconvened | Meeting to be arranged to look at EOTAS independent review feedback and arising draft action plan <i>This meeting is scheduled for 23 October at 4pm</i> |
| Meeting 5 21 Aug 14 – 3.30pm Meeting Room 3 | <ul style="list-style-type: none"> • Elective Home Education (<i>Arwyn Thomas</i>) |
| Meeting 6 18 Sep 14 – 3.30pm Meeting Room 3 | How are we ensuring consistency in teacher and classroom assessments and in support given by Challenge Leaders? (<i>Arwyn and Head of School Improvement Service</i>) |
| Meeting 7 16 Oct 14 – 3.30pm Meeting Room 3 | School 1 (chosen from support and challenge matrix) Morrison Secondary School (Headteacher, Chair of Governors and pre meeting with Challenge Leader) |
| **Meeting 8 Extra 10 Nov 14 – 4.40pm Meeting Room 3 | <ul style="list-style-type: none"> • To continue discussion with Morrison Comprehensive School |
| Meeting 9 13 Nov 14 - 3.30pm Meeting Room 3 | <ul style="list-style-type: none"> • Look at how we tackle behaviour issues in schools (policies etc) • Impact on educational performance of Drugs and Alcohol issues • Restorative Practice and its impact (data, case studies and schools views?) |
| Meeting 10 11 Dec 14 – 3.30pm Meeting Room 3 | – Annual Education Performance Data Reporting (Cabinet Member invited) |
| Meeting 12 22 Jan 15 - 3.30pm Meeting Room 3 | School 2 (chosen from support and challenge matrix) Clwyd Primary School (Headteacher, Chair of Governors and pre meeting with Challenge Leader) |
| Meeting 11 28 Jan 15 Hafod Primary School | Visit to multi agency KIN Project meeting at Hafod Primary School (3 panel members) |
| Meeting 13 19 Feb 15 – 3.30pm Meeting Room 3 | Look at position and the drive for improvements in: <ul style="list-style-type: none"> – Looking at progress with numeracy and literacy across the curriculum – Look at schools use of the Pupil Deprivation Grant (data) – Look at the SEN Funding Formula ***Added*** |
| Meeting 14 19 Mar 15 – 3.30pm Meeting Room 3 | School 3 (chosen from support and challenge matrix) St Josephs Primary School (Headteacher, Chair of Governors and pre meeting with Challenge Leader) |
| Meeting 15 16 Apr 15 - 3.30pm Meeting Room 3 | <ul style="list-style-type: none"> • Evaluate your year • Plan year ahead |

As at: 18/12/2014

Report of the Vice-Chair

Scrutiny Programme Committee – 22 December 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. |
| 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 for review. |
| 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>) • consider the information on future cabinet business and any opportunities for pre-decision scrutiny (<i>Appendix 5</i>) • consider the public suggestion for scrutiny (Section 7) • note actions in relation to developing the relationship with the Audit Committee and Democratic Services Committee (Section 9) |
| Lead Councillor | 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 aim of the scrutiny function is:

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; and
- 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:

a) **Formal committee meetings** – as well as developing and 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.

b) **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:

i) 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.

ii) 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.

c) **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 workload 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. **Appendix 3** provides a summary of progress with these current scrutiny activities.
- 4.2 For further information about the work of specific panels / groups a contact list of lead scrutiny members and officers is contained in **Appendix 4**.

5. Future Inquiries

- 5.1 At the last meeting the committee noted that there was capacity for further inquiries to be undertaken and selected two further topics based on previously identified areas 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) Child & Adolescent 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 Expressions of interest to participate in this work were invited from all scrutiny councillors. The membership and conveners of these various bodies will need to be confirmed by the committee (see separate report under Item 10).

6. Monitoring the Work Programme

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

7. Public / Councillor Requests for Scrutiny

- 7.1 The Cabinet Member Question Session generated some discussion on Twitter before, during and after the last meeting. A member of the public tweeted a suggestion for scrutiny in response to tweets relating to the last Scrutiny Programme Committee when the Leader, Cllr Rob Stewart attended.

- 7.2 The following tweets were directed at scrutiny:

@Partickvictoria wrote on 25 November:

*@SwanseaScrutiny @SwanseaCouncil how about some scrutiny re the intention to include school playgrounds in the LDP?
@ParklandsField*

@sarah_er_rees wrote on 28 November:

*@SwanseaScrutiny where is engagement and consultation with children and under-represented groups re school land sale?
@ParklandsField*

- 7.3 The scrutiny team responded that suggestions would be passed on as well as directing both members of the public to our web pages about making requests for scrutiny and inviting further information.

- 7.4 Although further contact / information has not been received the committee should note the feedback generated from its work as a positive outcome from using social media to engage the public, and is invited to consider the suggestion made at this stage.

8. Pre-Decision Scrutiny

- 8.1 To facilitate the ability to undertake pre-decision scrutiny a forward look document showing future cabinet business is made available to scrutiny. An internal 'Forward Look' document is maintained by Democratic Services and covers reports to both Cabinet and Council. Attached as **Appendix 5** is an extract from this document showing upcoming cabinet decision reports. This information is already made available to all scrutiny councillors on a weekly basis and any councillor can make a request for pre-decision scrutiny.
- 8.2 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.
- 8.3 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. The committee may also deem it appropriate to delegate pre-decision scrutiny of a specific matter to a Scrutiny Panel, as in the case of the report on 'Everyone's IT: The Move to an In-House Managed ICT Service' which was considered by the Service Improvement & Finance Scrutiny Performance Panel ahead of discussion at Cabinet on 16 December.
- 8.4 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
- 8.5 Pre-decision scrutiny would enable the Committee to develop understanding and ask questions about a proposed cabinet report to provide 'critical friend' challenge and influence decision-making, for example:
- the rationale for the report
 - robustness of the proposed decision and decision-making process
 - potential impact and implications (including policy/budget issues) and risks
 - how different options have been considered
 - the extent of consultation undertaken

9. Developing the Relationship between Scrutiny and the Audit Committee and Democratic Services Committee

9.1 The chair of Scrutiny Programme Committee recently met with the chair of the Audit Committee and convener of the Service Improvement & Finance Performance Panel to discuss how the relationship between scrutiny and the Audit Committee could be developed in order for:

- Mutual awareness and understanding of the work of scrutiny and audit committee
- Respective work plans to be coordinated and avoid duplication / gaps
- Clear mechanism for referral of issues, if necessary

9.2 The recent report by the Williams Commission highlights the importance of scrutiny and other improvement processes being 'complementary, clearly aligned and mutually reinforcing' to 'increase their effectiveness in driving improvement while reducing the complexity that they create' (Williams, 2014, *Commission on Public Service Governance and Delivery*, para. 2.28). This is also reiterated in the 'Good Scrutiny? Good Question!' report which was published in May 2014.

9.3 The follow actions were agreed:

- i) Chair of Scrutiny Programme Committee / Convener of Service Improvement & Finance Scrutiny Performance Panel to be copied into Audit Committee agenda and vice versa
- ii) Scrutiny Work Programme / Service Improvement & Finance Panel Work Plan to be published in Audit Committee agenda for information and vice versa
- iii) At least once a year chair of Scrutiny Programme Committee to appear at Audit Committee to share work plan and for a 'health-check' and vice-versa
- iv) Audit Committee chair to be invited to Annual Scrutiny Work Planning Conference
- v) Chairs to raise any issues re. coordination / duplication on ongoing basis
- vi) Where matters to be referred from Audit Committee chair should write letter to chair of Scrutiny Programme Committee

9.4 There is further work to do in developing the relationship with external audit, inspection and review bodies, for example interacting with and utilising their work to help inform and shape scrutiny work programmes, building on learning highlighted as evidence for inquiries, considering how their findings are reported to scrutiny etc.

9.5 There has been a discussion within the Democratic Services Committee about its relationship with scrutiny and the role of the Head of Democratic Services. In light of the discussions the following measures were agreed by the Democratic Services Committee on 3 December:

- i) Democratic Services Committee Annual Report - This will include a section on Democratic Services and Scrutiny, Team Structures, Meetings, Training and associated issues. This will be presented to the Democratic Services Committee and to Council annually.
- ii) Quarterly Meetings between Chair of Democratic Services, Chair of Scrutiny Programme Committee, Councillor Support and Development Member Champion, Head of Democratic Services and the Scrutiny Manager.
- iii) Six monthly presentations to the Scrutiny Programme Committee by the Chair & Vice-Chair of Democratic Services and Head of Democratic Services.
- iv) Six monthly presentations to the Democratic Services Committee by the Chair & Vice-Chair of Scrutiny Programme Committee and Scrutiny Manager.

10. Financial Implications

10.1 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.

11. Legal Implications

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

Background papers: None

Date: 16 December 2014

Legal Officer: Nigel Havard
Finance Officer: Paul Cridland

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 (Quarterly) | <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"> Councillor Fiona Gordon, 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"> To agree schedule for future sessions |
| | <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"> • Councillor Fiona Gordon, 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"> • 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"> • Councillor Fiona Gordon, 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 |
| Inquiry Panels | | | | | | |
| Current: | | | | | | |
| Corporate Culture (started Dec 2014) | 12 | 15 | 12 28 | 11 25 | | |
| 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) | | 3 | | | | |
| Tourism (Cabinet 14/1/14) | 17 | | | | | |
| Economic Inactivity (Cabinet 3/6/14) | | | | | | |
| Attainment & Wellbeing (Cabinet 1/7/14) | | | | | | |
| Inward Investment (Cabinet 20/1/15) | | | 20 | | | |
| | 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 | 7 14 | 11 | 11 | 15 |
| Schools Performance | 10 13 | 11 | 22 28 | 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 | | | | | |
| Transformation of Adult Social Services | | 8 17 | 5 | 2 | 2 | 30 |
| Sustainability | | | | | | 27 |

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 is expected 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. 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 working group met on 8th November to consider a second briefing on the Transformation of Adult Social Services. This briefing dealt with the legislative and policy changes impacting on the delivery of social services with the authority and how they will be addressed in the next phase of the TASS implementation programme.

The panel has agreed dates for future meetings until April and has scheduled an additional meeting on 17 December to deal with the Independent Review Report. The Cabinet Member has been invited to attend this meeting.

The panel has yet to formally agree the following: a work plan, a set of key lines of inquiry, where and how it can add value and how it will engage service users.

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 which was confirmed by the Scrutiny Programme Committee. The Panel will meet on the 15 December where they will start their evidence gathering and agree the terms of reference for this work.

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) Jan 2015 |
| Public Transport | 12 Nov 2013 | 13 | 1 | 0 | (1) 20 Oct 2014 (2) April 2015 |
| 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)

The panel held an additional meeting on 4 December in order to meet with Cllr Mark Thomas, Cabinet Member for Environment and Transport to discuss the annual recycling and landfill performance figures.

The panel met on 10 December where it carried out pre-decision scrutiny of the cabinet report "Everyone's IT – The Move to an In-House Managed ICT Service". The convener attended the cabinet meeting on 16 December in order to provide the panel's comments and observations.

The panel also received a presentation from the Head of Communicators and the Consultation Co-ordinator on the results so far from the budget consultation events that have been taking place around Swansea this month. The panel also met with Councillor Robert Francis-Davies (Cabinet Member for Enterprise, Regeneration & Development) to hear how well Swansea is performing in relation to the Welsh Public Library Standards.

b) Schools Performance (convener: Cllr Fiona Gordon)

See separate report in item 8 of the agenda.

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

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 24th November to consider the latest performance monitoring data. Overall, the panel was pleased with the continued and sustained performance in most areas, including reductions in departmental spend, and it continues to support the Safe LAC Reduction Strategy and the outcomes it is delivering.

The panel highlighted the following concerns:

- 9 cases of looked after children were not allocated to a qualified social worker and officers agreed to provide more information on this.
- Sickness levels: there were a number of factors that affected the figures and the panel agreed to consider this aspect of the performance report in February

5. Working Groups:

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

a) Planning Services (convener: Cllr David Cole)

Following to the Scrutiny Programme Committee's agreement that an additional meeting of this working can take place for further scrutiny of performance in relation to planning enforcement, a meeting will be arranged for late January/early February.

b) Car Parking (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. The group made a number of recommendations to the Cabinet member including for example developing a signage strategy for car parks, having a more flexible pricing policy and finding a different use for the four lower floors of High Street multi storey car park. A letter has been sent to the Cabinet Member for Environment & Transport and a response is awaited.

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

Following the working group's meeting on 13 November the group made a number of observations and recommendations to the Cabinet Member including:

- Ensure that the Flood Risk Management Plan (FRMP) is closely linked to the plans of Natural Resources Wales.
- Ensure that ward Councillors are consulted as the FRMP is developed and the work to develop ward level maps takes place.
- Consider the feasibility of reducing litter cleansing in areas of high risk at peak times in autumn in order to focus on increasing leaf collection as part of flood risk mitigation.
- Ensure the wider distribution of the public information leaflet “Guidance on drainage and flooding”.
- Provide additional information to the public about how to obtain sandbags and consider the previous suggestion for the Local Authority to provide sandbags, with an appropriate charge.

The group also proposes that the Scrutiny Programme Committee agrees for it to meet again in February in order to participate in the consultation process on the draft Flood Risk Management Plan for Swansea. It also recommends that scrutiny is involved in the planned annual monitoring process of the Flood Risk Management Plan and suggests that the working group would be an appropriate mechanism to do this. A response to the Convener’s letter is expected in early January.

d) the following Working Group has 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.

e) 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 | tbc | 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) | tbc | Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk |
| <u>Other Panels / Working Groups:</u> | | |
| Planning Services | David Cole david.cole@swansea.gov.uk | Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk |
| Local Flood Risk Management | Susan Jones susan.m.jones@swansea.gov.uk | Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk |
| Car Parking | Tony Colburn tony.colburn@swansea.gov.uk | 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 |
| Sustainability | Mary Jones mary.jones@swansea.gov.uk | Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk |

APPENDIX 5 - FORWARD PLAN
Internal Plan 2014 - 2015

| Report Title | Report Summary | Report Author | Portfolio | Decision to be taken by | Date of Expected Decision |
|---|---|-------------------|--|-------------------------|---------------------------|
| <p>City Centre Project Delivery.</p> | <p>The Review of the CCSF which is being reported separately identifies significant development opportunities and a number of key decisions are required to allow implementation to proceed. These relate to:</p> <ul style="list-style-type: none"> § The future of the Civic Centre and its potential relocation § The creation of a Central Business District at Kingsway and key actions <p>Agreement to make external funding bids in support of Kingsway redevelopment and enabling infrastructure to support St David's development.</p> | <p>Neil Ranft</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 |
|---|---|--------------------|--|-------------------------|---------------------------|
| <p>Disposal of Strategic City Centre Redevelopment Sites</p> | <p>The Swansea City Centre Strategic Framework Review has identified potential redevelopment proposals for two key development sites within the Council's ownership. It is proposed to market</p> <ol style="list-style-type: none"> 1) The former St Davids Shopping Centre, former Oldway House site and LC car park (to be known as St Davids Development Area) 2) The Civic Centre and adjoining land (to be known as Civic Centre Development Area) <p>in order to appoint a development partner or partners via a competitive dialogue procurement process early in 2015. Developers will be able to bid for one or both of</p> | <p>Phil Holmes</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 |
|---|--|--------------------|--|-------------------------|---------------------------|
| <p>Review of the Swansea City Centre Strategic Framework</p> | <p>The Swansea City Centre Strategic Framework Review is intended to set out proposals that will guide new investment in the City centre over the next 15- 20 years. The Framework will establish development priorities, design principles and an accessibility strategy in response to a number of strategic objectives. It is intended that this will become SPG and inform the preparation of the LDP.</p> | <p>Phil Holmes</p> | <p>Cabinet Member - Enterprise, Development and Regeneration</p> | <p>Cabinet</p> | <p>20 Jan 2015</p> |
| <p>Contracts for Home to School Transport Services. (SH 15-20)</p> | <p>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</p> | <p>Cath Swain</p> | <p>Cabinet Member - Education</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 |
|--|--|---------------|---|-------------------------|---------------------------|
| 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 | 20 Jan 2015 |
| 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 - Wellbeing and Healthy City | 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> |

| Details of the Decision to be taken | Report Summary | Report Author | Portfolio | Decision to be taken by | Date of Expected Decision |
|---|--|-----------------------|--|-------------------------|---------------------------|
| <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> |
| <p>Request to Seek Planning Consent to Enlarge and Incorporate the Old Petrol Station into the 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)</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 |
|---|--|-------------------|---|-------------------------|---------------------------|
| SWITCH 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 | 20 Jan 2015 |
| 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 |
| 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 | 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>Adoption of a Revised Social Services Complaints Policy.</p> | <p>New legislation has been enacted to bring the Social Services Complaints mechanism into line with other Public Sector complaints mechanisms, in accordance with the WG Model Complaints Policy.</p> <p>The report introduces a newly drafted Social Services Complaints Policy (at Appendix 1) which addresses the new legislative changes and recommends that the new policy be adopted.</p> | <p>Andrew Taylor</p> | <p>Cabinet Member - Transformation and Performance</p> | <p>Cabinet</p> | <p>17 Feb 2015</p> |
| <p>Disposal Of Surplus Land on School Sites.</p> | <p>To consider responses to the consultation carried out with Schools, regarding the proposed disposal of surplus land, and decide which of those disposals should be proceeded with.</p> | <p>Brian Roles</p> | <p>Cabinet Member - Education</p> | <p>Cabinet</p> | <p>17 Mar 2015</p> |

Report of the Vice-Chair

Scrutiny Programme Committee – 22 December 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) | 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 Schools Performance Scrutiny Panel:

REMOVE Councillor Penny Matthews.

- 2.2 Transformation of Adult Social Services Panel:

REMOVE Councillor Ann Cook.

- 2.3 New Pre-Inquiry Working Groups:

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

2.3.1 School Governance (9):

Labour Councillors: 5

| | |
|--------------|----------------|
| David Cole | Ceinwen Thomas |
| Fiona Gordon | Lesley Walton |
| Hazel Morris | |

Liberal Democrat: 2

| | |
|----------|-----------------|
| Mike Day | Cheryl Philpott |
|----------|-----------------|

Independent Councillor: 1

| | |
|-------------|--|
| Lynda James | |
|-------------|--|

Conservative Councillor: 1

| | |
|-----------------|--|
| Anthony Colburn | |
|-----------------|--|

2.3.2 Expressions of interest for the work on Child & Adolescent Mental Health Services are still invited.

2.4 The committee should indicate whether there is any other action that is necessary in respect of scrutiny panel and working group membership.

3. Legal Implications

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

4. Financial Implications

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

Background Papers: None

Date: 16 December 2014

Legal Officer: Nigel Havard

Finance Officer: Paul Cridland

Report of the Vice-Chair

Scrutiny Programme Committee – 22 December 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 includes a log of scrutiny letters produced this year and provides a copy of recent correspondence between scrutiny and cabinet members 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) | 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 Cabinet Member for Education (Schools Scrutiny Performance Panel Meeting – 21 August)
- b) Letter to/from Cabinet Member for Adults & Vulnerable People (Transformation of Adult Social Services Working Group Meeting – 13 November)
- c) Letter to Cabinet Member for Education (Schools Scrutiny Performance Panel Meeting – 16 October & 10 November)
- d) Letter to/from Cabinet Member for Enterprise, Development & Regeneration (Committee Meeting – 27 October)
- e) Letter to Cabinet Member for Education (Schools Scrutiny Performance Panel Meeting – 13 November)
- f) Letter to Cabinet Members for Enterprise, Development & Regeneration and Environment & Transport (Tourism Scrutiny Inquiry Panel Follow Up Meeting – 17 November)
- g) Letter to Cabinet Member for Housing & Communities (Affordable Housing Scrutiny Inquiry Panel Follow Up Meeting – 3 December)

- 1.5 Following an amendment to Scrutiny Procedure Rules agreed by Council on 2 December, where requested Cabinet Members are now expected to respond in writing to scrutiny letters within 21 calendar days. The response should indicate what action (if any) they intend to take as a result of the views and recommendations made.

2. Legal Implications

- 2.1 There are no legal implications.

3. Financial Implications

- 3.1 There are no financial implications.

Background Papers: None

16 December 2014

Legal Officer: Nigel Havard
Finance Officer: Paul Cridland

Appendix 1

Scrutiny Letters Log (May 2014 – April 2015):

Letters since 8 May 2014:

| No. | Committee / Panel / Working Group | Main Issue(s) | Cabinet Portfolio | Letter Sent | Response Received | Reported to Committee |
|---------|--------------------------------------|--|-------------------|-------------|-------------------|-----------------------|
| 14/15-1 | Wellbeing Performance Panel (12 May) | <ul style="list-style-type: none"> • 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 | Wellbeing Performance Panel (16 Jun) | <ul style="list-style-type: none"> • Telecare • Transforming Adult Social Services • Adult Services quarterly monitoring | Wellbeing | 28 Jun | 5 Aug | 1 Sep |

| No. | Committee / Panel / Working Group | Main Issue(s) | Cabinet Portfolio | Letter Sent | Response Received | Reported to Committee |
|---------|--|---|--|-------------|---------------------------|-------------------------|
| 14/15-5 | 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 |
| 14/15-6 | 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 |
| 14/15-7 | 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 |
| 14/15-8 | 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 | 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 |
|----------|--|---|---|-------------|-------------------|-----------------------|
| 14/15-10 | 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 |
| 14/15-11 | 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 | Wellbeing Performance Panel (11 Aug) | <ul style="list-style-type: none"> Monitoring disability services for adults | Wellbeing | 28 Aug | 2 Sep | 29 Sep |
| 14/15-14 | 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 | 27 Nov | 22 Dec |
| 14/15-15 | 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 |

| No. | Committee / Panel / Working Group | Main Issue(s) | Cabinet Portfolio | Letter Sent | Response Received | Reported to Committee |
|----------|--|---|--------------------------------------|-------------|-------------------|-----------------------|
| 14/15-16 | Committee (4 Aug) | <ul style="list-style-type: none"> • Cabinet Member Question Session | Wellbeing | 10 Sep | 17 Nov | 24 Nov |
| 14/15-17 | Schools Performance Panel (18 Sep) | <ul style="list-style-type: none"> • Consistency and support for schools by Education Improvement Services | Education | 10 Oct | 21 Oct | 24 Nov |
| 14/15-18 | 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 |
| 14/15-19 | 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 |
| 14/15-20 | 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 | TASS Working Group (13 Oct) | <ul style="list-style-type: none"> • Scrutiny engagement in the TASS process | Adults & Vulnerable People | 6 Nov | 11 Dec | 22 Dec |

| 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"> Flying Start Programme | Services for Children & Young People | 6 Nov | Not required | 24 Nov |
| 14/15-23 | 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 |
| 14/15-24 | 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 Inquiry Panel (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 Working Group (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 Nov) | <ul style="list-style-type: none"> Pre-Decision Scrutiny: Proposed Lease of Underhill Park to Mumbles Community Association | Wellbeing & Healthy City | 14 Nov | | |
| 14/15-28 | Car Parking Working Group (6 Nov) | <ul style="list-style-type: none"> Car Parking | Environment & Transport | 20 Nov | | |

| No. | Committee / Panel / Working Group | Main Issue(s) | Cabinet Portfolio | Letter Sent | Response Received | Reported to Committee |
|----------|--|--|--|-------------|-------------------|-----------------------|
| 14/15-29 | Schools Performance Panel (16 Oct & 10 Nov) | <ul style="list-style-type: none"> Morrison Comprehensive School | Education | 24 Nov | Not required | 22 Dec |
| 14/15-30 | Committee (27 Oct) | <ul style="list-style-type: none"> Tidal Lagoon Swansea Bay Project | Enterprise, Development & Regeneration | 27 Nov | 8 Dec | 22 Dec |
| 14/15-31 | Child & Family Services Performance Panel (24 Nov) | <ul style="list-style-type: none"> Performance Report | Services for Children & Young People | 1 Dec | | |
| 14/15-32 | Service Improvement & Finance Performance Panel (12 Nov) | <ul style="list-style-type: none"> Observations on Mid-Year Budget Statement Request for Leader's views on scrutiny of joint working arrangement – Western Bay Comments on budget consultation events | Finance & Strategy | 4 Dec | | |
| 14/15-33 | Schools Performance Panel (13 Nov) | <ul style="list-style-type: none"> Behaviour and Performance in Schools | Education | 8 Dec | Not required | 22 Dec |
| 14/15-34 | Tourism Inquiry (17 Nov) | <ul style="list-style-type: none"> Follow up/impact report | Enterprise, Development & Regeneration / Environment & Transport | 8 Dec | Not required | 22 Dec |
| 14/15-35 | Local Flood Risk Management Working Group | <ul style="list-style-type: none"> Development of Local Flood Risk Management Plan (FRMP) Measures to mitigate risk Suggestions re. public | Environment & Transport | 8 Dec | | |

| No. | Committee / Panel / Working Group | Main Issue(s) | Cabinet Portfolio | Letter Sent | Response Received | Reported to Committee |
|----------|------------------------------------|--|----------------------------|-------------|-------------------|-----------------------|
| | | information • Future scrutiny of FRMP | | | | |
| 14/15/36 | TASS Working Group (8 Dec) | TASS Implementation | Adults & Vulnerable People | 12 Dec | | |
| 14/15-37 | Affordable Housing Inquiry (3 Dec) | Follow up/impact report | Housing & Communities | 15 Dec | Not required | 22 Dec |



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

To:
Cabinet member for education matters

Please ask for:
Gofynnwch am:

Michelle Roberts

Scrutiny Office Line:
Llinell Uniongyrochol:

01792 637256

e-Mail
e-Bost:

michelle.roberts@swansea.gov.uk

Date
Dyddiad:

9 September 2014

Dear Cabinet member

Schools Performance Scrutiny Panel 21 August 2014

At our panel meeting on the 21 August we spoke to the Head of Education Inclusion about elective home education. Robin Brown provided us with a background report detailing the current legislation and how the authority supports and assists parents who choose to educate their children at home.

Panel members were pleased to find that good practice was clearly evident in how we manage this service, especially the rigorous system of advice and support for parents. The Panel however did have some concerns particularly in relation to safeguarding matters. We 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). The panel thought it would be a good idea for Social Services to record the basic details of each child that is home schooled on their system, to ensure that should any issues arise they are aware that this child may not be regularly seen by any professionals outside of the family. The panel had concerns that some children could be slipping through the net and thought that this would go some way to address this. This also highlighted the concern more generally of children disappearing from the education system especially tracking those at transition times like moving from primary to secondary. The panel believed that sharing of information with/from other agencies could help address this including the possibility of carrying out the exercise of 'marrying databases' with say Health on a regular basis to ensure we have a record of each and every child within the City and County of Swansea and whether they are in School, home tutored etc.

We were pleased to hear that the authority works to build good relationships with those parents who have informed us that they are home schooling their children by the provision of an annual visit, a written report arising from that visit and by signposting them to networks and services that may help them.

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We were informed that those who home educate are not bound by the same rules and regulations as schools; we found for example they do not have to teach the national curriculum, have a timetable, mark work, have specific qualifications to do it, have specific days or hours of teaching. We did find it somewhat ironic that we penalise parents so heavily in the state system for non attendance and schools for failing when legislation in the area of home schooling is so weak.

We have no record of how well home educated children perform educationally and there is little research into the longer term outcomes of these children in adulthood. We recognise given the current legislation that it is impossible to measure the short or longer term outcomes; the information that is available tends to be anecdotal in nature.

The issue of the UNCRC Rights of the Child was also highlighted and how we can look to ensure that these children and young people's voices are heard. The panel thought that guidance on this could be incorporated into the guidance information given to home educators.

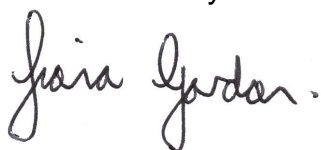
We would encourage you as the Cabinet member and officers within the education department to look to use any opportunity that may arise to make representations to Welsh Government to strengthen the legislation in this area.

Resulting from our discussion we would also like to recommend:

1. Social Services keep a record on their system of children who are home educated.
2. Data matching with other databases including health be used as a tool to ensure we are aware of each and every child currently living within the City and County.
3. UNCRC Rights of the Child information is included in guidance to home educators.

We look forward to your response.

Yours sincerely



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



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Fiona Gordon
Convenor of Schools Performance Scrutiny
Panel

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

Councillor Christine Richards
(01792) 637443

BY EMAIL

E-Mail / E-Bost: christine.richards@swansea.gov.uk
Our Ref / Ein Cyf: CR/SH

Your Ref / Eich
Cyf:
Date / Dyddiad:

26th 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 Gordon

Schools Performance Scrutiny Panel 21 August 2014

I am writing in response to your letter dated 9th September 2014 regarding Schools Performance Scrutiny Panel of 21st August 2014. Within the letter three recommendations were put forward – copied below:

1. Social Services keep a record on their system of children who are home educated.
2. Data matching with other databases including health can be used as a tool to ensure we are aware of each and every child currently living within the City and County.
3. UNCRC Rights of the Child information is included in guidance to home educators.

I have outlined below the response in relation to each of the above three recommendations.

1. Social Services keep a record on their system of children who are home educated:

COUNCILLOR/Y CYNGHORYDD
CHRISTINE RICHARDS
DEPUTY LEADER / DIRPRWY ARWEINYDD

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

☎ (01792) 637443 ☒ (01792) 636196

✉ christine.richards@swansea.gov.uk www.swansea.gov.uk
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Where a child is known to Child and Family Services and the case is open/live, a copy of the letter to parents acknowledging that their child is being home educated is forwarded to the Social Worker for the information to be recorded on the child's file/database. The letter to parents includes details of the persons who have also received a copy of the letter in order that the system is open and transparent and they are thus aware that the information has been shared with the Social Worker.

Where a child is not known to Social Services information regarding the child being home educated is not copied to the Service. The database for the Service retains information pertinent to children and families but it would not comply with current legislation to hold information where there are no current or anticipated safeguarding concerns. Holding such information would contravene the Data Protection Act 1998 which stipulates that the Data Controller (in these circumstances the City and County of Swansea Social Services Department) must lawfully hold the information for legitimate purposes. Holding such information would also require Social Services to be responsible for updating the information which is undertaken by the Education Department. The proposal that Social Services would hold this information would create difficulties in satisfying Data Protection legislation regarding the appropriate handling of sensitive personal data.

Where a child is known to Social Services but the file is no longer open (because there are no longer child protection concerns) the information is not shared with Social Services about the child being home educated. This is also on the basis that it would contravene the Data Protection Act 1998 as outlined above. It is considered inappropriate for Social Services to hold the personal sensitive data in relation to the child.

The issue of a compulsory register was considered by the Welsh Government in their consultation in 2014 'Registering and monitoring home-based education'. The consultation responses are recorded as being a 'clear strength of feeling that the proposals amount to 'state interference' into family life and 'invasion' of privacy and a 'violation' of Human Rights.

COUNCILLOR/Y CYNGHORYDD
CHRISTINE RICHARDS
DEPUTY LEADER / DIRPRWY ARWEINYDD

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

☎ (01792) 637443 📠 (01792) 636196
✉ christine.richards@swansea.gov.uk www.swansea.gov.uk

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In order to hold such information, permission would need to be sought from individual parents and this would prove to be problematic to obtain in light of the responses to the consultation.

Parents are extremely unlikely to give permission for the information to be recorded on a Social Services database. Even if some parents indicated agreement to this proposal, others are likely to refuse and therefore any data would not provide a complete and accurate reflection. This in turn could mislead Social Work staff who could come to rely on the data indicating home education where in fact the data would not be recorded due to parental refusal to share the information.

2. Data matching with other databases including health can be used as a tool to ensure we are aware of each and every child currently living within the City and County.

The Education receives birth data from registrars and has received this information on a weekly basis since June 2006. Meetings have taken place with ABM representatives to consider the possibility of the Education Department being provided in the future with birth data. This may soon be a possibility.

Due to family house moves, this information is not always accurate. Monitoring checks in the past have indicated that a high number of parents move house in between the birth of a child and the age the child starts school. Therefore, whilst linking in this way will be beneficial it will not completely ensure that the Education Department and in particular schools, are always aware of every child living within the City and County of Swansea.

3. UNCRC Rights of the Child information is included in guidance to home educators.

Reference to the United Nations Convention on the Rights of the Child has been included in the updated version of the City and County of Swansea guidance leaflet that is issued to parents when the Education Department writes to acknowledge receipt of notification that a child is being home educated. Attached please find a copy – the reference is on page 2 of the attached document.

COUNCILLOR/Y CYNGHORYDD
CHRISTINE RICHARDS
DEPUTY LEADER / DIRPRWY ARWEINYDD

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

☎ (01792) 637443 ☎ (01792) 636196

✉ christine.richards@swansea.gov.uk www.swansea.gov.uk

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A Working Group is being set up to consider what information can be shared with colleagues in Social Services and Education in the hope that a protocol can be drawn up and disseminated to colleagues within the two Departments.

I trust this information will help to clarify this rather complicated issue but if you require further information please do not hesitate to get back to me.

Yours sincerely



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

COUNCILLOR/Y CYNGHORYDD
CHRISTINE RICHARDS
DEPUTY LEADER / DIRPRWY ARWEINYDD

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

☎ (01792) 637443 ☒ (01792) 636196

✉ christine.richards@swansea.gov.uk www.swansea.gov.uk



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Jane Harris
Cabinet Member, Adults & Vulnerable
People
Civic Centre
Oystermouth Road
SWANSEA
SA1 3SN

*Please ask for:
Gofynnwch am:*

*Direct Line:
Linell Uniogyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

**Overview &
Scrutiny**

01792 637491

scrutiny@swansea.gov.uk

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

CLLR UTA CLAY
CONVENER OF THE TRANSFORMATION OF
ADULT SOCIAL SERVICES WORKING GROUP
✉ UTA.CLAY@SWANSEA.GOV.UK



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Uta Clay
Convenor of the Transformation of Adult
Services Working Group
City & County of Swansea

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

Councillor Jane Harris
(01792) 637426

E-Mail / E-Bost:

[cllr.jane.harris@swansea.gov.uk/](mailto:cllr.jane.harris@swansea.gov.uk)
victoria.hartson-de-vulgt@swansea.gov.uk

Our Ref / Ein Cyf:

JH/VHD

Your Ref / Eich

Cyf:

Date / Dyddiad:

11 December 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 Cllr Clay,

Re: Transformation of Adult Social Services Working Group, 13 October 2014

Thank you for your letter of the 6th November 2014. I acknowledge your frustration at what appeared to be withholding the document of the Independent Review and agree that we need to be more timely with our process in the future and improve communication about delays. I understand Deborah Driffield confirmed to the panel on 8th December that the draft report was received in early September, there was then a process for amending any factual inaccuracies with the report being presented to Cabinet Away Day on once finalised.

I am pleased to see that in looking at the transformation of adult services that the scrutiny group will be: considering the Social Services and Well Being Act focusing on users needs and perspectives; identify and target specific areas for focused work; work with the TASS timetable if possible.

I was impressed by your list for scrutiny and my only thought is that in assessing each work area, could we consider some defined underlying principles that could be

-1-

COUNCILLOR/Y CYNGHORYDD

JANE HARRIS

**CABINET MEMBER FOR SERVICES FOR ADULTS & PEOPLE /
AELOD Y CABINET GWASANAETHAU OEDOLION A PHOBL DDIAMDDIFFYN**

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

☎ (01792) 636926 ☎ (01792) 636196

✉ cllr.jane.harris@swansea.gov.uk www.swansea.gov.uk

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addressed such as: what is care? promoting independence; ensuring access to services for those who are dependent; ensuring services are effectively run to reduce cost. So that with transport we could consider how our present systems promote independence by using buses etc; manage transport for people with greater dependency needs so having specialist vehicles etc; become more efficient to ensure the greatest help for the greatest number of people.

The only other observation that I would make is that it would be helpful to include somewhere: how we intend to monitor the outcomes for the users; what systems are being put in place to collect observations of our users; how will the integrated services assure that the outcomes expected are coterminously delivered; how will resource that is saved be used for further developments for service users; how will this development affect training and staff expectation and outcomes for staff.

These are only suggestions as I will be trying to address these areas as we are developing the new model.

I hope this is helpful.

Yours sincerely,

COUNCILLOR JANE HARRIS
CABINET MEMBER FOR SERVICES FOR ADULTS & VULNERABLE PEOPLE

-2-

COUNCILLOR/Y CYNGHORYDD
JANE HARRIS
CABINET MEMBER FOR SERVICES FOR ADULTS & PEOPLE /
AELOD Y CABINET GWASANAETHAU OEDOLION A PHOBL DDIAMDDIFFYN

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

☎ (01792) 636926 ☎ (01792) 636196
✉ cllr.jane.harris@swansea.gov.uk www.swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

To:
Councillor Jennifer Raynor
Cabinet member for education

Please ask for: Michelle Roberts
Gofynnwch am:

Scrutiny Office Line: 01792 637256
Llinell Uniongyrochol:

e-Mail: michelle.roberts@swansea.gov.uk
e-Bost:

Date: 11 November 2014
Dyddiad:

Dear Cllr Raynor

Schools Performance Scrutiny Panel - 10 November 2014

At our panel meetings on the 16 October and 10 November we looked at the performance and outcomes from Morryston Comprehensive School. We spoke to the Hub Head of Education Improvement about performance at the school and then we met with the school's Headteacher and Chair of Governors. This letter details our thoughts.

The Panel found there to be a discrepancy between the information provided to us by the Challenge Advisor (which was only verbal, as it emanated from a very recent meeting, the findings of which were confidential) and what they actually heard from the School. The Headteacher and Chair of Governors did recognise that they had things to work on but did not reflect the urgency or the scale of the issues highlighted by the Education Improvement Service. The Panel were concerned that they did not seem to be 'on the same page'. We felt that it will be difficult to make improvements if there is not a consensus on the way forward.

The Panel recognised the importance of robust senior and middle management to making improvements and sustaining them in a school. The Panel felt that there has been some improvement in the school and that the school does have areas of good practice, but they did agree that there was an issue around the consistency of leadership and management at the school and felt that there was little sense of a strong, cohesive, effective management team.

The panel discussed the rising expectation and workload of Headteachers, understanding that they have to spend a lot of time away from actual educational matters dealing with, for example, management of the site and budget matters. Although this was recognised the Panel did agree with the Headteacher when he said that Heads must be less operational and use delegation more, therefore enabling them to be able to plan and be more strategic.

The Panel were pleased to hear that Governors for the school have started to become far more involved and engaged, though there is quite a variation in degrees of involvement between governors. The Panel were encouraged and hoped this

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would lead to further improvement in the School. The Panel welcomed the news that the Governing Body will be working towards a Bronze Award.

We welcome the improvement made in attendance and exclusion numbers and the use of the Pupil Deprivation Grant imaginatively to champion Free School Meals pupils at the school. The Panel also recognised the value of the newly established inclusion unit at the school.

We look forward to seeing further improvement now that the building works are complete, the performance management framework is in place and key senior staff are in situ.

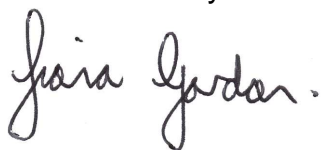
We would also like to pass on the views given by the school on the wider support received from Local Authority including:

- The data analysis information they receive is excellent.
- Literacy and numeracy support are excellent.
- Would like to see broader expert curriculum support i.e. science and geography advisors.
- Human Resources support is good but they can struggle with the volume of requests from schools.
- Have concerns around how the SEN budget is distributed, ensuring the level of funding can meet the needs of our children. This needs to be communicated in a transparent way.
- New challenge advisor Paul Cokely has been good, enabling us to see things from a number of dimensions.
- Leadership Support Network is very good.
- ICT support is an issue for Morriston and for all schools, creating a significant barrier to progress
- Schools could benefit from more support from Challenge Advisors and from Human Resources.

The issue of children being put on a school roll but never actually attending that school because they are on an EOTAS pathway or at a PRU was once again highlighted. The school has to record these children's attendance and attainment details as part of their statistical reporting even though they will have no control of these children's outcomes. This can skew the school's performance figures substantially; Morriston state that this could potentially move the school in some aspects from quartile 4 to 1.

This letter is for your information and does not require a formal response.

Yours sincerely



Fiona Gordon

Convener of Schools Performance Scrutiny Panel

fiona.gordon@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

**To/
Councillor Robert Francis-Davies,
Cabinet Member for Enterprise,
Development & Regeneration**

BY EMAIL

*Please ask for:
Gofynnwch am:*

Scrutiny

*Direct Line:
Llinell Uniongyrochol:*

01792 637257

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Our Ref
Ein Cyf:*

SPC/2014-15/6

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

27 November 2014

Dear Councillor Francis-Davies,

Tidal Lagoon Swansea Bay Project

During a work plan discussion at a recent meeting of the Committee some interest was shown in the Tidal Lagoon project and potential impact on Swansea, particularly economic regeneration. We are writing to you for any information that you may be able to share with the committee about the Council's involvement in this project, and seek your advice about possible scrutiny involvement, not in terms of the planning process (which we understand is currently undergoing public examination) but from the point of view of economic impact.

We would appreciate any information you can provide, including relevant contacts of those involved in the project, both within and outside of the Council. Once we have received some information the committee will then decide whether it wants to do any work in this area. If you do feel there is a role for scrutiny we welcome your views.

We would be grateful for your response to this letter by 18 December so that it can be included in the agenda of a future committee meeting, and enable us to discuss further at the earliest opportunity.

Yours sincerely,

COUNCILLOR MIKE DAY

Chair, Scrutiny Programme Committee

✉ mike.day@swansea.gov.uk

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

CITY AND COUNTY OF SWANSEA / DINAS A SIR ABERTAWE

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

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CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mike Day
Chair, Scrutiny Programme Committee

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

Councillor Robert Francis-Davies
(01792) 637440

BY EMAIL

E-Mail / E-Bost: cllr.robert.davies@swansea.gov.uk

Our Ref / Ein Cyf: RFD/SH
Your Ref / Eich: SPC/2014-15/6
Cyf:
Date / Dyddiad: 8 December 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

Tidal Lagoon Swansea Bay Project

Thank you for your letter dated 27 November on the Scrutiny Programme Committee's interest and possible scrutiny involvement in the Tidal Lagoon Swansea Bay (TLSB) project from an economic impact perspective.

To update you on the Council's involvement in the project to date, the City and County of Swansea has, under the provisions of the Planning Act 2008, the status of "relevant local authority" for this application on the basis that part of the application proposals are located within the administrative boundary of the County and adjacent to it.

As a relevant local authority, the City and County of Swansea was formally invited to submit a local impact report (LIR) to the Examining Authority (ExA), giving details of the likely impact of the proposed development on this Authority's area. This report was agreed by Development Management and Control Committee on the 3rd July 2014 along with a number of other recommendations to fully engage the City and County of Swansea in the examination process. This has included making submissions to the 7 individual deadlines to date, attending issue-specific hearings, negotiating a Section 106 Obligation and agreeing a Statement of Common Ground.

COUNCILLOR/Y CYNGHORYDD
ROBERT FRANCIS-DAVIES
CABINET MEMBER FOR ENTERPRISE, DEVELOPMENT & REGENERATION /
AELOD Y CABINET MENTER, DATBLYGU AC ADFYWIO

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

☎ (01792) 637440 📠 (01792) 636196

✉ cllr.robert.davies@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA

DINAS A SIR ABERTAWE

- 2 -

A progress report was also presented to Members of the Development Management and Control Committee on the 9th October 2014.

The examination period formally closes on the 10th December and the ExA then has a further 3 months to make a recommendation to the Secretary of State for Energy and Climate Change (SOS). The SOS then has a further 3 months to make the final decision as to whether or not to grant development consent.

In relation to the project's economic impact, relevant information has been provided by TLSB in its Planning Application and during the examination process of the economic and community benefits that may potentially arise should the project be granted consent. The 3-year construction phase is estimated to have an impact to Wales of: -

- £454 million additional economic output;
- £173 million Gross Value Added (GVA);
- 5,540 person years of employment (or 1,847 full-time equivalent jobs per annum).

The operational phase per annum to Wales is estimated at:-

- £5.2 million additional output;
- £2.2 million GVA; and
- 81 (66 in Swansea) net operational employment (an updated estimate given in a document provided by TLSB in relation to Deadline V).

Community benefits are also being secured within a Section 106 Obligation: -

- TLSB will implement a local employment scheme to secure the use of local labour, contractors, and goods and services during construction as well as the operation of the Offshore Visitor Centre and Education Facility (so far as lawful and practicable) in line with Beyond Bricks and Mortar objectives;
- In addition to the lagoon, TLSB is providing offshore buildings (Visitor Centre and Western Landfall facility), public realm and access, transport (shuttle bus) and travel plan, cycle racks, and funding towards highway access improvements and public art provision;
- A Community Trust Fund, an Electricity Subsidy to eligible households and a programme of environmental mitigation are also being secured.

**COUNCILLOR/Y CYNGHORYDD
ROBERT FRANCIS-DAVIES**

**CABINET MEMBER FOR ENTERPRISE, DEVELOPMENT & REGENERATION /
AELOD Y CABINET MENTER, DATBLYGU AC ADFYWIO**

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

☎ (01792) 637440 ☒ (01792) 636196

✉ cllr.robert.davies@swansea.gov.uk www.swansea.gov.uk

CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

- 3 -

Regarding possible scrutiny involvement, the Committee should appreciate that the Council has a more limited influence on the project as a "relevant local authority" than if it was the "examining authority". Allowing for this, the Committee could consider the above information in relation to the role the Council has played in identifying and securing economic benefits from the project. Relevant Officers within the Council you may wish to contact in relation to this project are Richard Jones (Planning), and Steve Marshall and Steve Phillips (Business and Economic Development).

Yours sincerely



COUNCILLOR ROBERT FRANCIS-DAVIES
CABINET MEMBER FOR ENTERPRISE, DEVELOPMENT & REGENERATION

COUNCILLOR/Y CYNGHORYDD
ROBERT FRANCIS-DAVIES
CABINET MEMBER FOR ENTERPRISE, DEVELOPMENT & REGENERATION /
AELOD Y CABINET MENTER, DATBLYGU AC ADFYWIO

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

☎ (01792) 637440 ☎ (01792) 636196

✉ cldr.robert.davies@swansea.gov.uk www.swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

To:
Councillor Jennifer Raynor
Cabinet member for education

Please ask for:
Gofynnwch am:

Michelle Roberts

Scrutiny Office Line:
Llinell Uniongyrochol:

01792 637256

e-Mail
e-Bost:

michelle.roberts@swansea.gov.uk

Date
Dyddiad:

27 November 2014

Dear Cllr Raynor

Schools Performance Scrutiny Panel 13 November 2014

We met with the Access to Learning Manager and Principal Education Psychologist at our meeting on the 13 November to look at issues affecting behaviour of children and young people in school and how that in turn affects schools performance. We also, in preparation for this meeting, contacted schools asking for their views on this issue and at the meeting used those responses to inform our questioning and discussion.

We received a copy of the behaviour strategy document 'Promoting Positive Behaviour for Children and Young People in Swansea' 2014 and were informed that the Swansea's strategic approach starts with a recognition that there is a continuum of behaviour from good and acceptable behaviour to severely challenging. Within this approach there is an acknowledgment that some behavioural difficulties are complex in origin and require multi-agency insight and involvement if they are to be addressed. We were pleased to see that this strategic approach involves prevention, early identification and intervention, partnership work with parents/carers and young people/full range of agencies and maintaining an appropriate continuum of provision to meet needs. We were also encouraged to see that the main philosophy is to keep children in mainstream but to have an avenue for those who cannot access this. We also agreed that schools must build their capacity to be able to manage more children in mainstream.

The Panel recognise that Restorative Practice is a good tool but some young people need more, so it is important for schools to have a range of 'tools' at their disposal to manage behaviour.

The Panel were interested to hear about the multi agency KIN project based at Hafod Primary school and we plan to go along to a future meeting.

We understand that Swansea has significant issue around drugs and alcohol and we recognise how important it is to look at its effects both on the child directly and

through living in an environment where drugs and alcohol are used. The Panel were informed that Swansea has a small drugs and alcohol service for children and young people through SANDS drugs project and that demand on this service way outstrips capacity. We are interested in finding out how much the authority contributes to the funding of this service?

We must as an authority ensure that the behaviour strategy is used consistently across schools in Swansea. We would like to emphasise the importance of advice being given and consistency being monitored by the schools improvement service.

Please see attached a breakdown of the comments received from schools to a selection of questions which were sent to them by email around behaviour. Resulting from this we had a detailed discussion about the Special Education Needs funding formula and were informed that this is currently being looked by the education service. We therefore plan to look into this further and will schedule it as future item for our work programme. We found the information from schools very useful and would like to pass that informative information on to you.

This letter is for your information we do not require a formal response.

Yours sincerely

Paul Meara

Convened this Schools Performance Scrutiny Panel meeting

Paul.meara@swansea.gov.uk

Breakdown of comments from Schools

| No. | Questions sent and responses received |
|-----|--|
| 1. | <p>How do you believe behaviour issues impact on your schools performance?</p> <ul style="list-style-type: none"> • Behaviour does impact significantly on outcomes. Recent curriculum developments have supported schools in providing appropriate course for pupils who struggle to manage their own behaviour on more academic courses. Learning pathways including work based learning have also served to improve the learning outcomes of all pupils. Improvements in outcomes have come from ensuring that all pupils are following course which are appropriate for them. • There are two key impacts of poor behaviour on school performance. The first is the disruption caused to pupils' learning, both to the individual who is misbehaving (who might end up being put outside a classroom for a period of time, or in internal exclusion or being externally excluded) and to the other pupils in the class whose lessons are being disrupted. Just 5 minutes wasted per lesson per day adds up to the equivalent of missing 3 full weeks of schooling per year! The second impact is on the time of the staff dealing with the misbehaviour. This includes the classroom teacher whose enthusiasm and energy are worn down by misbehaviour, making them less effective as teachers. It also includes the enormous amount of time and effort invested by schools in trying to support pupils with behavioural problems and modify their behaviour. Tens of thousands of pounds are spent annually on this. If the misbehaviour wasn't occurring, this money could be spent on teaching and learning. • In order to maximise engagement and good behaviour: <ul style="list-style-type: none"> ○ It is essential to have a curriculum which meets needs of the school and its community and is flexible enough to reach out to pupils of all abilities. ○ It is essential to develop skills in young people to enable them to access the curriculum. ○ It is essential to support pupil wellbeing to best provide them with the confidence and mindset to access the curriculum and apply themselves to their work. ○ Teachers and Teaching Assistants must be kept informed of issues which are affecting individual young people to enable them to best support the young person's learning. • <u>Key Challenges</u> Children with severe behavioural problems in classes of 30 are one of the biggest challenges facing teachers in our school. • <u>Our research--</u> <ul style="list-style-type: none"> • Low levels of educational achievement have a negative impact on an individual's engagement with society and it is highly likely that these individuals will engage in criminal activity. –become NEET |

| | |
|-----------|---|
| | <ul style="list-style-type: none"> • FSM pupils are three times as likely to have SEN. Eligibility for FSM is particularly high for three types of SEN behavioural, emotional and social. • Income and material deprivation influences educational outcomes reducing the number of educational resources and the home environment. • Deprivation is associated with ill health, family stress, low levels of parental education and involvement in their children's education, low levels of cultural and social capital and low aspirations. • Pupils are at greater risk of low birth rate, which can influence cognitive/physical development. • Low income has adverse affects on parents well-being which affects the quality of their parenting. Family stress can lead to problems with children's education/emotional development. There is a higher chance of pupils being exposed to multiple risk factors e.g. depression, domestic violence, unemployment, overcrowding, substance misuse. • Knowledge/skills/interests of pupils from different backgrounds (social/cultural) may be limited possibly resulting in poorer social connections/opportunities. • Literacy is an important factor, as low levels of literacy on entry means pupils are more likely to fall behind and will find it difficult to catch up thus impacting on their levels of attainment, and engagement and ability to access the curriculum. <ul style="list-style-type: none"> • Our children do not have the role models at home – we need to provide these role models in school. We endeavour to ensure that behaviour issues do not impact on our school's performance. We have a clear discipline policy which is based on restorative practice principles. Our expectations for good behaviour are high and are based on the core principle of respect. We have a Behaviour Support Officer working on dealing with low level classroom issues/lunch time and play time incidents/bullying and cyber-bullying incidents. We use Restorative Practice methodologies e.g. Circle to resolve issues and help children to move forward after an incident. We have clear sanctions which we apply fairly and firmly. We use the SIMS system to record all behavioural issues so that we can monitor and track behaviour. We report to Governors in every meeting on short term exclusions. We aim to keep exclusions for serious incidents as short as possible so that students do not miss too much school. |
| 2. | Whether you find restorative practice methods help to address behaviour issues? |
| | <ul style="list-style-type: none"> • Restorative practices support the majority of pupils to resolve difficulties. For the minority, these practices need to be supported by dedicated staff who are available full time for the children. Reduction in funding for services will have a detrimental impact on the extensive support currently used to good effect to support our vulnerable pupils. • We are just beginning the process of training staff in restorative practice techniques. Restorative practice is built on mutual respect and this has been a cornerstone of our approach at Penyrheol Comprehensive for many years. |

| | |
|----|--|
| | <p>However, we want to look at the specific techniques of restorative practice and trial these. Obviously we are doing this because we hope that these techniques will help us to improve pupil behaviour, particularly low-level disruption in lessons.</p> <ul style="list-style-type: none"> • Yes. It is a fine title but its principles, based on good sense and maximising the skills of a trained adult can calm, soothe, negotiate, engage, communicate and intervene. To best place restorative practices to address behaviour it is essential that all staff in the school are trained. It is highly desirable that pupils are trained as peer mentors and that Prefects/Senior Prefects are trained. In this way there is a whole school consistency of approach which restores and reinforces. • <u>Restorative practice methods—</u> This is not the answer for dealing with pupils who have severe and complex needs. • Restorative practices should not be a stand alone method for addressing behaviour issues. Being a rights respecting school should be the umbrella from which all policies and practices should fit. Restorative practices should be a part of this.....and a natural way of dealing with low level conflicts and disputes. • We have begun to use Restorative Practices from September being the last secondary school to receive training. We have been able to integrate the principles well with our inclusive and positive ethos so that it has very naturally become a part of life here. It is effective and we have already seen the positive effect on children as the process allows them to move forward leaving baggage behind having dealt with feelings and hurt after incidents. |
| 3. | <p>Your views on the effectiveness of restorative practice methods and other initiatives designed to address behaviour?</p> |
| | <ul style="list-style-type: none"> • There are pupils who are hard to reach who do not respond to restorative practices and need highly intensive work; usually on a one to one. However the majority of pupils respond well to good teaching and learning; the ability of all staff to build positive and productive relationships; as well as an efficient affective system which links pastoral systems with academic provision. • Having not implemented restorative practice on a whole-school basis yet, I can't say whether it works or not. However, anecdotally I have heard both positives and negatives. Positive, that it has made a significant difference in improving behaviour; negative, that pupils can become blase about it after a while and view it with cynicism. • Any strategies, when consistently applied by a team of trained staff will have an impact. It is my view that the process of embedding the strategy is more important to its success than which strategy is used. • <u>Initiatives designed to address behaviour</u> In the classroom- *high quality teaching *sensitive pupil groupings |

| | |
|-----------|---|
| | <p>*assessment for learning (huge potential to narrow the gap and help low attainers)</p> <p>*engaging curriculum- relevant -extra curricular activities</p> <p>*homework club and support</p> <p>*parent workshops and support</p> <p>*early interventions to tackle inadequate progress in literacy and numeracy</p> <p>* appropriate support for children with SCN ***</p> <p>* support class with highly trained/ skilled workforce to implement interventions and catch up programmes.</p> <p><u>School Culture</u></p> <p>*positive school culture. A Rights Based Ethos. See case study</p> <p>*pupils aspirations are predictors of educational attainment</p> <p>* school ethos needs to promote positive aspirations and expectations</p> <p>* teachers attitudes- assumptions and behaviours. Teachers need to be supported when there is a high proportion of pupils with SCN in their classes.</p> <p>* pupils need to access the curriculum and school..... It is their right to have the best education available to them and their individual needs met.</p> <p>*pupil voice- is an important means of engaging learners-range of positive effects including self esteem, efficacy and skills.</p> <p><u>Best results include-</u></p> <p>*concentration of resources-pupils supported in small groups allowing greater personal learning and attention.</p> <p>*early interventions to help pupils catch up before they fall too far behind with consequent benefits for their ability to access the curriculum and in the prevention of early disengagement from learning.</p> <p>* one to one and / or small group support to provide plenty of direct instruction by the teacher or other suitably trained adults.</p> |
| 4. | How issues relating to drugs and alcohol affect your pupil population and in turn how that affects the schools performance? |
| | <ul style="list-style-type: none"> • If there is a drug sub-culture within a year group, it is very challenging for the school to encourage those pupils involved to feel motivated to doing their work in school. Parents can feel powerless to prevent their children from being involved with groups of young people, who stay out late at night and struggle to get up in the morning for school. In nearly all cases the parents want to work with the school to try and resolve the issues. • A small group of disaffected pupils can have a disproportionate impact on the outcomes of a year group. • The misuse of drugs and alcohol among young people in the Gorseinon area is quite a problem. Every year we have |

pupils who come into school under the influence of drugs and/or alcohol. Very occasionally these substances may be brought on to the site and shared with others. We work closely with parents, the police and social services to deal with these issues and seek to minimise them through personal and social education

- Incidents of pupil alcohol abuse are not commonly known in our community. That is not to say they do not exist but they cause no issues in the school. Issues of parental alcohol abuse have far more devastating effects on young people and are a little more common, particularly if the mother is affected.
- Young people need money to buy alcohol and young people carrying alcohol are visible, as it is bulky. Re drugs, it is unfortunate that they are far cheaper to access than alcohol and are far easier to disguise. Legal highs have caused some issues but very localised amongst a small group of young people and following close liaison with local police the shop selling has now closed. Adults supplying access to drugs in the community are a concern.
- Young people approaching adults outside shops to buy cigarettes or alcohol for them is a problem. Fortunately the community is proactive about this and lets the shop staff know and/or the school. However, a small number of people are prepared to do this for young people, just to keep a handful of change. Working directly with Trading Standards has impacted on this and currently there are no incidents reported.

- Issues relating to drugs and alcohol

As stated above in researchdrug and alcohol dependency can have huge impacts on our children, their wellbeing and performance. We address such issues through our KIN project. Each individual's needs are identified and intervention programmes are implemented and monitored.

Interventions include: -

Support for families

Aims:

Employ a Family support officer and develop a family learning team to;

Develop a more stable family environment and address the root cause and negative impact of family poverty. Provide Parent and family counselling.

Enable a flying start in life providing health and parenting support

Provide English and numeracy classes for parents to focus on improving their own literacy and numeracy skills thus impacting on supporting their children's learning at home.

Partner agencies; Family support officer, Communities First Team, School Nurse, TAF team, Flying start team Eyst.

Improving Literacy and Numeracy

Aims:

Provide Catch up sessions for pupils who are falling behind

Introduce a structured phonic approach

Introduce concrete resources to improve numeracy/reasoning

Concentration of resources – pupils supported in small groups

Targeted support for pupils with EAL, SEN and MAT

Partnership agencies include; EMLAS, EYST, ALNco

Improving Attendance.

Appointment of Attendance/well being officer to work with EWO, pupils and families.

Partner agencies involved; School attendance officer, Family support worker, EWO, School clerk

Improving emotional well-being

Appointment of school Counsellor

Support staff trained in Play Derbyshire

Introduction of PATHs programme

Partner agencies: school counsellor, support staff, The Exchange, Barnardo's

Embed the 'SO TO DO' project - Aim:

Reduce number of first time entrants into youth justice system

Reduce the number of pupils who become NEET

Reduce injuries caused by accidents

Partner agencies: Police, antisocial behaviour officer, fire, drugs/safety squad

The aim is to provide role models from the agencies. Pupils engage in sessions, to educate them about the consequences of their actions. This programme has had a powerful influence on our pupils and the number of antisocial incidents reported in the community has decreased significantly. The project has also given advice and support to parents who have alcohol and drug problems—impacting on and improving the life chances of the family.

Impact of Project

Attendance 87% to 94.7%

Using INCERTs to track pupil's progress. All pupils make huge progress from baseline and nearly all attain expected levels for their age. FSM and EAL pupils perform as well/often better than their peers

No exclusions

- Excellent relationships, seamless transition from Flying Start to school to Comprehensive
- We have lessons on both issues in our PSE and Health sessions. There are clear expectations regarding the use of alcohol or drugs on the school site. If these expectations are not met then we apply the principles and sanctions of our school discipline code, involve the parents and governors, and community police. These occasions have been very rare over the past decade.

Responses received from:

Pontarddulais Comprehensive, Penyrheol Comprehensive, Cefn Hengoed Comprehensive, Ysgol Gyfun Gwyr, Hafod Primary

As at: 13 November 2014



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Cllr Robert Francis-Davies
Cabinet Member, Enterprise,
Development and Regeneration
and

Cllr Mark Thomas
Cabinet Member, Environment &
Transport

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniogyrochol:*

*e-Mail
e-Bost:*

*Date
Dyddiad:*

Overview & Scrutiny

01792 637256

scrutiny@swansea.gov.uk

8 December 2014

Dear Cabinet Members

Tourism Scrutiny Inquiry – Impact Report, 17 November 2014

The Panel met on 17 November 2014 to consider the impact report of the Tourism scrutiny inquiry which concluded in June 2013. The purpose of this meeting was to assess the impact of the report and its recommendations. The panel's role was to assess what has changed since the report was presented to Cabinet, whether the agreed recommendations had been implemented and what had been the impact of the inquiry.

The panel would like to thank you both, Fran Jenkins and Steve Hopkins for attending the meeting to present the report and answer the panel's questions.

We were pleased to see the completion of the Destination Management Plan and recognised the importance of it being a living document and were encouraged to see Tourism being more widely recognised as a cross cutting issue.

The Panel were interested to hear about the refocusing of marketing activity this year from the FA Premier League to Dylan Thomas Centenary events and celebrations and how this has been successful in reaching out internationally. It was further agreed that it is very important to be more 'out there' digitally. After the investment in the website we are encouraged to see that the online success in the number of online visits and particularly unique visitors to the website increasing dramatically.

We thought the idea of working with an online company to produce and sell Swansea related gifts which will generate income for the authority was an excellent one.

We support the production of an overall plan to develop the riverside banks running up the River Tawe and especially the development of a jetty area adjacent to the Liberty Stadium.

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One important aim of the meeting was to find out how much impact the inquiry had had. To this end the panel was pleased that the report had made a useful contribution to an important debate about the Tourism in Swansea. We were particularly pleased to hear that the inquiry had contributed to the Destination Management Plan moving forward particularly in relation to developing a cross cutting approach across the council and with stakeholders more widely. We were also encouraged to hear that the review was found to be comprehensive in nature and a positive experience which has resulted in the momentum moving forward.

Overall the Panel were pleased that the majority of recommendations had been completed and were satisfied that the work of the Panel can now be concluded. There were, however, a couple of issues that the Panel wished to highlight to the Cabinet Members included:

- The importance of a can do culture right across the organisation, there are many good examples of this but there are still some areas where this is still not the case.
- Keeping Councillors in the loop with developments in relation to Tourism, Marketing and Events, which could, as suggested by Cllr Francis Davies being done through a short presentation to Council.

I hope you find this letter useful. We do not require a formal written response.

Yours sincerely

John Newbury
Convener of the Tourism Scrutiny Inquiry Panel
✉ john.newbury@swansea.gov.uk



CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Cllr David Hopkins
Cabinet Member for Housing &
Communities

*Please ask for:
Gofynnwch am:*

Overview & Scrutiny

*Direct Line:
Llinell Uniongyrochol:*

01792 636292

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Date
Dyddiad:*

15 December 2014

Dear Councillor Hopkins,

Affordable Housing Scrutiny Inquiry – Impact Report, 3 December 2014

The panel met on 3 December 2014 to consider the impact report of the Affordable Housing Scrutiny Inquiry, which concluded in July 2013. The purpose of this meeting was to assess the impact of the report and its recommendations. The panel's role was to assess what has changed since the report was presented to Cabinet, whether the agreed recommendations have been implemented and what has been the impact of the inquiry.

The panel would like to thank you, Peter Williams and David Evans for attending the meeting to present the report and answer our questions.

We were pleased to see that our recommendation regarding making the case to Swansea's Local Service Board for the inclusion of affordable housing as a challenge in the Single Integrated Plan (SIP) is progressing. We hope that the Local Service Board Research Group (who is responsible for the Needs Assessment which provides the evidence base for the SIP priorities) is receptive to its inclusion. The addition of affordable housing into the Single Integrated Plan would significantly raise its profile amongst the partners of the Local Service Board and hopefully provide an important step forward in opening up the debate on making more publically owned land available for house building.

We discussed the new Housing Needs Assessment that the Council will undertake during 2015. We appreciate that the Council will be required to follow the new methodology issued by the Welsh Government; however we are pleased that

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councillors will be included in the process and consulted on the draft findings when they are available. We believe that the local knowledge of ward councillors will be an invaluable tool to help “reality check” findings from the assessment.

We were pleased to hear that good progress has been made in bringing empty private rented sector homes back into use through the implementation of the Council’s Empty Homes Strategy during 2013 and that further success is anticipated this year as the strategy gathers pace.

The panel were interested to hear about the progress officers are making in looking for solutions outside traditional methods of supplying affordable housing. In particular, we thought the idea of working in partnership with Bellerophon to provide homes for intermediate rent is a positive step to pursue. This was one of the examples we considered as part of our evidence gathering during the inquiry and we are pleased to see that the Department is considering this model. At the same time we agreed with the officer’s comments that other solutions will also need to be found in order to provide new homes at social rent levels. We hope that positive progress on this can be reported to scrutiny in the future.

We support the move to bring all elements of housing under one cabinet portfolio and we are pleased that our previously rejected recommendation to this effect has now been implemented.

We were also encouraged to hear that you strongly believe that the pursuit and enforcement of section 106 agreements is essential and we acknowledge your point that all ward councillors have a responsibility to monitor what occurs in their wards and report back any concerns over non-compliance. We also noted that councillors need to be mindful of the importance of maximising the benefits of section 106 agreements as part of their planning responsibilities.

One important aim of the meeting was to find out how much impact the inquiry has had. To this end the panel was pleased to hear that the report had made a useful contribution to an important debate about affordable housing in Swansea and had help to raise its profile. You advised us that affordable housing is now a key political priority and stated that that you intend to use the newly established Cabinet Advisory Committee to ensure that it remains highly visible.

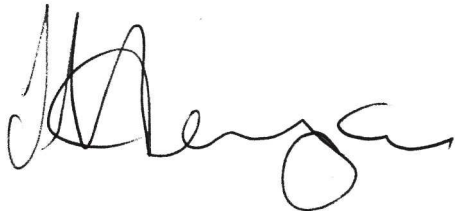
Overall we were pleased that the majority of our recommendations had been completed and were satisfied that the work of the panel can now be concluded. There were, however, a couple of issues that we wish to highlight including:

- Affordable housing remains a key issue and we believe that scrutiny should be kept up-dated on progress in achieving the targets for developing new affordable housing and in particular progress towards the Welsh Government measure of “All additional affordable housing provision by local authority area”. This can be done through your scheduled attendance at the Scrutiny Programme Committee.

- We also believe that another aspect of affordable housing merits further scrutiny discussion, namely the Council's progress towards achieving the Welsh Housing Quality Standard within its social housing stock. We see this as an important issue as it represents a significant capital programme spend and the Welsh Government requires the Council to achieve this standard by 2020. We will be recommending to the Scrutiny Programme Committee that a working group is established for this purpose.

I hope you find this letter useful. We do not require a formal written response.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Terry Hennegan', written in a cursive style.

Councillor Terry Hennegan
Convener of the Affordable Housing Scrutiny Inquiry Panel
✉ terry.hennegan@swansea.gov.uk

Report of the Vice-Chair

Scrutiny Programme Committee – 22 December 2014

SCRUTINY DISPATCHES – IMPACT REPORT

| | |
|---------------------------------------|---|
| Purpose | To present a draft of the first of a quarterly series of reports from the committee to council on the impact of scrutiny. |
| Content | The report appends the draft 'Scrutiny Dispatches' report, which headlines recent activities and impact for council and public awareness. |
| Councillors are being asked to | approve content of the draft 'Scrutiny Dispatches' for submission to Council. |
| Lead Councillor(s) | 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.
- 1.2 Scrutiny Dispatches was originally developed in July 2013 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. Content from the Dispatches was also posted on the Swansea Scrutiny blog so that it could be shared across social media platforms to develop public engagement in scrutiny.
- 1.3 It has now been agreed that the committee should report to Council on a quarterly basis which will allow for full discussion at the meeting.

2. Scrutiny Dispatches

- 2.1 The first of the quarterly reports has been drafted for approval (attached). This can then be submitted to 3 February Council meeting.

- 2.2 Further to recent discussion about improving communication and public engagement, 'Scrutiny Dispatches' is intended 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. The aim will be to focus on and promote a small number of 'significant stories'.
- 2.3 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.
- 2.4 In order to ensure that people are informed more generally about the work of scrutiny a monthly information list will 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

3. Legal Implications

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

4. Financial Implications

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

Background Papers: None

11 December 2014

Legal Officer: Nigel Havard
Finance Officer: Paul Cridland

Scrutiny Dispatches

City & County of Swansea – 2014/2015 (No. 1)

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

This is a quarterly report about the impact made by scrutiny, demonstrating how scrutiny is making a difference, with examples of specific outcomes and achievements.

Making the most of Swansea's potential as a destination for tourists

(Lead: Councillor John Newbury)

In January 2014 Cabinet accepted all of the recommendations of the Tourism Scrutiny Inquiry Panel and agreed an action plan. The Panel had undertaken an inquiry which considered whether we were making the most of Swansea's potential as a destination for tourists, including maximising the economic benefits for Swansea.

Some key conclusions from this inquiry included:

- Tourism is and must continue to be identified as a key economic driver for Swansea.
- The work that has been carried out around promoting and linking Swansea's 'offer' arising from having a successful football team, is excellent...but we must not rest on our laurels.
- Getting destination management planning right will be essential to improving what Swansea already has to offer the visitor. The move to develop a Destination Management Plan is a correct one.
- There is more that could be done to work with key stakeholders, including local traders and providers, in improving and developing tourism locally.
- Creating a pleasant, clean and well maintained environment is a must...making Swansea an 'outstanding tourist destination' is essential.

Overall the Panel felt the Council were moving in the right direction and was optimistic about the future of the tourism industry in Swansea and ability to face future challenges. The Panel met recently to consider the impact of its report and recommendations, and difference made.

Following this piece of scrutiny:

- The Destination Management Plan has now been introduced. The Panel had highlighted the need for the Council to take the lead on the Destination Management Plan and use it as the mechanism to ensure better coordination and collaboration moving forward between the public, private and third sectors to achieve the shared objective of improving the visitor experience.
- A steering group has been established including Cabinet Members, Director, Head(s) of Service and private and public sector stakeholders, which will add significant weight to ensure the implementation of the Action Plan is coordinated, deliverable and delivered.
- Tourism is being more widely recognised as a cross cutting issue within the Council, embracing the wider visitor economy, and not just the Tourism Section within Cultural Services. There have been a number of examples where this can be evidenced, particularly in relation to Cleansing and Highways services.
- The work of the Tourism Section and the other Council services that play an important role in contributing towards improved customer satisfaction, are able to see how they contribute to the Key Performance Indicators for Tourism.

Overall scrutiny has provided momentum to move forward, as all stakeholders strive to improve the visitor experience within the destination, and made a useful contribution to an important debate about the Tourism in Swansea.

Providing more affordable homes

(Lead: Councillor Terry Hennegan)

An inquiry was completed during 2013 which asked 'How can the council and its partners increase the overall supply of affordable housing in Swansea? The Affordable Housing Scrutiny Inquiry Panel's report, called 'Building the Right Foundations', made a number of recommendations to Cabinet and these were formally responded to in December 2013.

Some key messages coming out of this inquiry included:

- The number of new affordable homes being supplied in Swansea is a long way short of the number of new affordable homes that are needed.
- The challenge of affordable housing is a system problem that will not be solved by any single scheme alone.
- While the Council makes good use of the grant money it receives to build new affordable homes, it will need to develop a more strategic role in future.

The Panel was reconvened recently to check on progress with the implementation of agreed recommendation and impact of its work, with a report from the Cabinet Member.

The scrutiny inquiry has influenced progress on a number of issues:

- raising the profile of affordable housing by making the case to Swansea's Local Service Board for the inclusion of affordable housing as a challenge in the One Swansea Plan.
- publishing a clear commitment to affordable housing within the Local Housing Strategy.
- ensuring that new affordable homes remain available as affordable homes over the long term
- working with partners opening up the debate on making more publically owned land available for house building to increase the supply of affordable housing.
- bringing empty private rented sector homes back into use through the implementation of the Council's Empty Homes Strategy.
- looking for solutions outside traditional methods of supplying affordable housing, for example working in partnership with developers specialising in alternative financial models to provide homes let at intermediate rents based on local housing allowance.
- reviewing the support service that the Council provides in respect of new developments
- bringing all elements of housing under one cabinet portfolio.

The panel heard that its report had made a useful contribution to an important debate about affordable housing in Swansea and had help to raise its profile, and should have a positive effect on the number of affordable housing units delivered in the City and County.

Following up on scrutiny inquiry outcomes

Follow ups on scrutiny inquiries consider both the implementation of scrutiny recommendations and the wider impact made. Inquiry panels are reconvened around 6-12 months after the cabinet decision, to look at outcomes. The following inquiry reports will also be followed up during 2015:

| Inquiry | Cabinet Decision | Recommendations | | |
|------------------------------------|------------------|-----------------|--------|----------|
| | | Agreed | Partly | Rejected |
| Services for Looked After Children | 17 Sep 2013 | 14 | 1 | 0 |
| Public Transport | 12 Nov 2013 | 13 | 1 | 0 |
| Economic Inactivity | 3 Jun 2014 | 7 | 0 | 0 |
| Attainment & Wellbeing | 1 Jul 2014 | 11 | 0 | 0 |

Helping to improve the Street Scene

(Lead: Councillor John Bayliss)

Recommendations from Street Scene Scrutiny Inquiry Panel are currently being considered by Cabinet. The recently published report looked at the maintenance and cleanliness of roads, footways and verges in Swansea, and what improvements could be made.

It emphasises that:

- Street scene services are and remain critical services for the people of Swansea. It's the one side of the Council that every citizen uses and interacts with on a daily basis. Residents want clean and well-designed streets.
- The Council is facing very serious financial restrictions which will affect service delivery.
- Refuse collections, as one example, should become a one stop shop for street cleansing - better coordination between refuse collection and street cleansing operations would provide a more efficient and cost effective service.

A response to scrutiny recommendations following separate inquiries into Inward Investment, and Public Engagement are also awaited. A response from Cabinet is expected within 3 months of receiving a scrutiny report.

Praise from CSSIW Inspectors

(Leads: Councillor Paxton Hood-Williams / Councillor Uta Clay)

A focus on Social Services continues to be a major feature of the Scrutiny Work Programme. Scrutiny is regularly monitoring and challenging Child & Family Services through a dedicated Performance Panel (led by Councillor Paxton Hood-Williams) and following a period of monitoring performance in Adult Social Services a group of councillors are taking a close look at the overall Transformation of Adult Social Services Programme (led by Councillor Uta Clay).

The efforts of scrutiny have been recognised and praised by the Care and Social Services Inspectorate Wales (CSSIW) following its annual performance review of Social Services in Swansea, which was reported to Council in December 2013. The report was extremely positive both in recognising the good performance within adult and children's service areas but also in endorsing the Council's strategy for service improvement.

The report praised the focus scrutiny has given to social services issues, developments and performance information. It also recognised the positive commitment by members who meet frequently in order to allow enough time for a full and detailed scrutiny of business.

Quotes from the CSSIW Performance Evaluation Report 2013-14:

"The council is making significant progress with its plans for transformational change within adult and children's services and has gained strong political and corporate support for the changes being undertaken. This is evident from the effective scrutiny arrangements that are in place for adult and children's social services." (p.3)

"There are robust scrutiny arrangements which are supported by performance information reported by the heads of service in line with the council's quality assurance reporting framework." (p. 16)

The CSSIW intend to follow up on scrutiny arrangements, amongst other areas, in the next year.

Holding Cabinet Members to account

(Lead: Councillor...)

One of the most important roles that scrutiny carries out is holding the Council's Cabinet to account. Acting as a 'critical friend' the Scrutiny Programme Committee question and challenge individual Cabinet Members on their portfolio responsibilities, key activities, decisions, as well as future plans.

Cabinet Member Question Sessions are a main feature of committee meetings with at least one cabinet member appearing at each meeting, ensuring all 10 Cabinet Members appear before the committee over the course of a year. Cabinet Members are required to provide a short report on 'headlines' in relation to portfolio objectives ahead of each session to help focus on priorities, actions, achievements and impact. Ahead of each meeting an invitation is extended to all scrutiny councillors and members of the public to contribute ideas to ensure the committee asks the right questions. A summary of each session and views of the committee are published in the form of letter to relevant Cabinet Members.

In addition to individual questioning sessions the committee also keeps watch on future Cabinet business to look out for opportunities to undertake pre-decision scrutiny – to ensure accountability for decisions even before they are taken.

Scrutiny Work Programme

(Lead: Councillor...)

The Scrutiny Programme Committee is responsible for developing and managing the overall work of scrutiny. Conclusions and recommendations from scrutiny inquiries are reported to Cabinet whilst views and proposals from other scrutiny activities are communicated with relevant Cabinet Members by letter.

There are 4 Performance Panels which provide ongoing monitoring of specific areas: Service Improvement & Finance; Schools; Child & Family Services; and Local Service Board.

In addition to this work a number of time limited task and finish based activities will be carried out exploring particular issues of interest and concern. Other areas where scrutiny will be working to make a difference include:

- Transformation of Adult Social Services
- Education Inclusion
- Corporate Culture
- School Governance
- Child & Adolescent Mental Health Services
- Sustainability
- Planning Services
- Local Flood Risk Management
- Target Areas
- Roads / Highways Maintenance
- Young Carers

Even with a work programme established requests for scrutiny on matters of concern can be made throughout the year. The chair of the Scrutiny Programme Committee will consider any issue raised and, with the committee's agreement, determine how best scrutiny can deal with it to make a difference, and ensure the future scrutiny work programme is effective and focussed on the right things.

Connect with Scrutiny:

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

Web: www.swansea.gov.uk/scrutiny

Twitter: @swanseascrutiny

Email: scrutiny@swansea.gov.uk

Blog: www.swanseascrutiny.co.uk

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