

# CITY AND COUNTY OF SWANSEA

## NOTICE OF MEETING

You are invited to attend a Meeting of the

## SCRUTINY PROGRAMME COMMITTEE

**At:** Committee Room 2, Civic Centre

**On:** Monday, 13 April 2015

**Time:** 4.30 pm

Summary: This is the agenda pack for a meeting of the Scrutiny Programme Committee taking place on the 13<sup>th</sup> April 2015. The main items are a question and answer session with the Cabinet Member for Enterprise, Development and Regeneration and the Cabinet Member for Transformation and Performance, and the Local Service Board Scrutiny Performance Panel. Background reports are included.

## AGENDA

Page No.

- |           |                                                                                                                                    |                  |
|-----------|------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>1</b>  | <b>Apologies for Absence.</b>                                                                                                      |                  |
| <b>2</b>  | <b>Disclosures of Personal &amp; Prejudicial Interest.</b>                                                                         | <b>1 - 2</b>     |
| <b>3</b>  | <b>Prohibition of Whipped Votes and Declaration of Party Whips.</b>                                                                |                  |
| <b>4</b>  | <b>Minutes:</b><br>To approve and sign as a correct record the Minutes of the Scrutiny Programme Committee held on 16 March, 2015. | <b>3 - 9</b>     |
| <b>5</b>  | <b>Cabinet Member Question Session:</b>                                                                                            | <b>10 - 12</b>   |
| <b>5a</b> | Cabinet Member for Enterprise, Development & Regeneration<br>(Councillor Robert Francis-Davies attending)                          | <b>13 - 44</b>   |
| <b>5b</b> | Cabinet Member for Transformation & Performance (Councillor Clive Lloyd attending)                                                 | <b>45 - 51</b>   |
| <b>6</b>  | <b>Scrutiny Performance Panel Progress Report - Local Service Board (Councillor Mary Jones).</b>                                   | <b>52 - 56</b>   |
| <b>7</b>  | <b>Annual Work Programme Review 2014-15.</b>                                                                                       | <b>57 - 108</b>  |
| <b>8</b>  | <b>Membership of Scrutiny Panels and Working Groups.</b>                                                                           | <b>109 - 110</b> |
| <b>9</b>  | <b>Scrutiny Letters:</b>                                                                                                           | <b>111 - 146</b> |

	Activity	Meeting Date	Correspondence
a.	Child & Family Services Performance Panel	15 Dec	Letter to / from Cabinet Member for Services for Children & Young People
b.	Committee	19 Jan	Letter to / from Cabinet Member for Services for Adults & Vulnerable People
c.	Local Service Board Performance Panel	26 Jan	Letter to Leader (Chair of LSB)
d.	Committee	16 Feb	Letter to / from Cabinet Member for Services for Children & Young People
e.	School Governance Pre-Inquiry Working Group	18 Feb	Letter to Cabinet Member for Education
f.	Transformation of Adult Social Services	2 Mar	Letter to Cabinet Member for Services for Adults & Vulnerable People
g.	Local Service Board Performance Panel	23 Mar	Letter to Leader (Chair of LSB)

### 10 Feedback from Recent Scrutiny Events:

- 10a National Conference on Scrutiny, Partnership, Collaboration and Regulation: 27 March 2015
- 10b Welsh Government Regional Engagement Event: White Paper (Reforming Local Government): 31 March 2015

### 11 Upcoming Scrutiny Events.

### 12 For Information: Audit Committee Work Plan.

147 - 148

### 13 Date and Time of Upcoming Panel / Working Group Meetings:

Topic	Approach	Date	Time	Venue Civic Centre (CC) Guildhall (GH)
Corporate Culture	Inquiry Panel	8 Apr	5.00 pm	Committee Room 6 (GH)
Child & Family Services	Performance Panel	13 Apr	2.00 pm	Committee Room 3 (CC)
Service Improvement & Finance	Performance Panel	15 Apr	1.30 pm	Committee Room 3 (CC)
Schools	Performance	16 Apr	4.00 pm	Meeting Room 3 Civic Centre
Public Transport	Inquiry Panel (follow up)	20 Apr	4.00 pm	Committee Room 5 (GH)
Education Inclusion	Inquiry Panel	21 Apr 5 May	3.30pm 4.00pm	CR4 (GH) CR5 (GH)

Transformation of Adult Social Services	Panel	27 Apr	2.00 pm	Room 3.4.1 (CC)
Attainment & Wellbeing	Inquiry Panel (follow up)	30 Apr	4.00 pm	Committee Room 5 (GH)
Sustainability	Working Group	14 May	10.30 am	Committee Room 4 (GH)

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

**Connect with Scrutiny:**

Gloucester Room, Guildhall, Swansea. SA1 4PE (Tel. 01792 637732)

**Web:** [www.swansea.gov.uk/scrutiny](http://www.swansea.gov.uk/scrutiny)

**Twitter:** @swanseascrutiny

**Email:** [scrutiny@swansea.gov.uk](mailto:scrutiny@swansea.gov.uk)

**Blog:** [www.swanseascrutiny.co.uk](http://www.swanseascrutiny.co.uk)

**Like us on Facebook:** [www.facebook.com/swanseascrutiny](http://www.facebook.com/swanseascrutiny)



**Patrick Arran**

**Head of Legal, Democratic Services & Procurement**

**Tuesday, 7 April 2015**

---

**Contact: Democratic Services - Tel: (01792) 637292**

## SCRUTINY PROGRAMME COMMITTEE (16)

### Labour Councillors: 11

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

### Liberal Democrat Councillors: 3

M H Jones	P M Meara
J W Jones	

### Independent Councillor: 1

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

### Conservative Councillor: 1

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

### Co-opted Members:

Name	Term of Office
David Anderson-Thomas	14.03.2014 – 13.03.2017
Sarah Joiner	08.07.2013 – 07.07.2017

### Officers:

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

Email:

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

**Total Copies: 30**

## Disclosures of Interest

To receive Disclosures of Interest from Councillors and Officers

### Councillors

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

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

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

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

## **Officers**

### **Financial Interests**

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

## CITY AND COUNTY OF SWANSEA

### MINUTES OF THE SCRUTINY PROGRAMME COMMITTEE

HELD AT COUNCIL CHAMBER, GUILDHALL ON MONDAY, 16 MARCH  
2015 AT 4.30 PM

**PRESENT:** Councillor M H Jones (Chair) Presided

<b>Councillor(s)</b>	<b>Councillor(s)</b>	<b>Councillor(s)</b>
R A Clay	J P Curtice	J W Jones
A C S Colburn	N J Davies	R V Smith
D W Cole	E W Fitzgerald	G J Tanner
S E Crouch		

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

D Anderson-Thomas

#### **Officers:**

W Parkin - Senior Lawyer  
B Madahar - Scrutiny Co-ordinator  
S Woon - Democratic Services Officer

#### 181 **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors A M Cook, P Downing, T J Hennegan, P M Meara and Mrs S Joiner.

It was noted that Councillor Andrew Jones had now stood down from the committee. The chair paid thanks to his contributions on behalf of the committee.

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

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

#### 183 **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.

#### 184 **MINUTES:**

**RESOLVED** that the minutes of the Scrutiny Programme Committee held on 16 February, 2015, be agreed as a correct record.

185 **CABINET MEMBER QUESTION SESSION:**

**a. Cabinet Member for Anti Poverty**

The Committee took the opportunity to question Councillor W Evans, Cabinet Member for Anti Poverty.

Members noted the short report on 'headlines' in relation to portfolio objectives which assisted the Committee in focusing on priorities, actions, achievements and impact.

The Cabinet Member referred to poverty as being far reaching and detailed the Joseph Rowntree Foundation definition of poverty. He advised that Poverty was one of the Council's 5 Corporate Priorities.

Members noted the increasing number of food banks within the Swansea area and the lower super output areas identifying areas of deprivation. He referred to the inequality in terms of life expectancy between Swansea East and West.

Members asked questions of the Cabinet Member who responded accordingly.

The Cabinet Member stated that he would provide written responses in relation to:

- The development of the LIFT Programme and difference between the Communities First Programme and LIFT Programme in relation to work carried out to get adults into work;
- Timescales for developing and implementing a Local Delivery Framework in respect of the first phase of roll out of Universal Credit;
- Changes to the Target Areas approach previously established by the Cabinet;
- Cuts to the Community Food and Growing Team and the proposed establishment of a Community Interest Company; and
- The source of the data and clarification about boundaries when talking about the difference in life expectancy figures between East and West Swansea...

The Chair thanked the Cabinet Member for attending.

**RESOLVED** that the Chair of Scrutiny Programme Committee write to the Cabinet Member reflecting the discussion and sharing the views of the Committee.

**COUNCILLOR R V SMITH (VICE CHAIR) PRESIDED FOR THE FOLLOWING  
ITEM ONLY**

**b. Cabinet Member for Housing & Communities**

The Committee took the opportunity to question Councillor D Hopkins, Cabinet Member for Housing and Communities.

Members noted the short report on 'headlines' in relation to portfolio objectives which assisted the Committee in focusing on priorities, actions, achievements and impact.



The Cabinet Member referred to the diverse range of services covered by his Portfolio which included Council housing; preventing homelessness; improvements in renewal areas; Disabled Facilities Grants and energy efficiency schemes; Welsh Housing Quality Standard and Bricks and Mortar. He referred to the additional resources from the Housing Revenue Account, the exact amount would be known by the end of the month. He stated that there was considerable investment in affordable housing and he welcomed any assistance scrutiny could provide in the future.

Members asked questions of the Cabinet Member who responded accordingly.

The Cabinet Member stated that he would provide a written response in relation to:

- The ability to control number of Houses in Multiple Occupation (HMOs) in areas where there is already a high density;
- Issues associated with the amalgamation of Council housing waiting lists with registered social landlords; and
- Progress on the suspension of the right to buy scheme.

The Chair thanked the Cabinet Member for attending.

**RESOLVED** that the Chair of Scrutiny Programme Committee write to the Cabinet Member reflecting the discussion and sharing the views of the Committee.

186 **SCRUTINY PERFORMANCE PANEL PROGRESS REPORT - SCHOOLS  
(COUNCILLOR FIONA GORDON ATTENDING).**

Councillor Gordon, the Convenor of the Schools Scrutiny Performance Panel presented her third update to the Scrutiny Programme Committee.

She advised that the Panel currently meets on a monthly basis and the work completed since the last update in December included:

- 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.
- In January the panel met with the Challenge Advisor, Head teacher and Chair of Governors for Clwyd Primary School.
- In February the Panel looked at how Pupil Deprivation Grant has been spent in schools across Swansea and the most recent school categorisation.
- Over this period the Panel had kept up to 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.

Councillor Gordon referred her letters to letters and responses received from Cabinet Members. Some of the issues raised and responded to included:

- The Wales Government Grant and regional allocations in particular how it will affect our Ethnic Minority and Achievement Services (EMLAS) in Swansea. The Panel recognised the good outcomes that the service produces and had concerns about the funding gap that will be apparent arising from the changing grant allocations. Councillor Gordon expressed some concern about progress in relation to the departmental review of EMLAS and asked the committee to write to the Cabinet Member for further information.
- Concern about the possible 'super' education budget allocation, with part of the education budget potentially being allocated to the region and decisions being made and monies shared with authorities who have different needs and priorities.
- The panel had been (and would be) following up on a number of issues that had 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 no 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.

Councillor Gordon referred to the future work programme which included the Panel examining the Education Funding Formula and particularly SEN Funding. It will also assess their years work and start to plan for the next municipal year. Contact had been made by email with Councillors, Head teachers and School Governors around future topics for education scrutiny which the Panel will consider at this meeting.

Members discussed:

- the role of the Head teacher and expressed concern regarding the amount of time Head teachers may be spending away from attainment matters dealing with Social Services (e.g. as designated named officer for child protection) and buildings issues and questioned whether there would be a more efficient manner in working; and
- the education funding formula. A specific issue was raised in respect of schools where there is a transient population (e.g. close to the University) and impact this has on the school budget not adequately dealt with by the funding formula.

It was noted that the March meeting of the Panel (which planned to look at the Education funding formula) had to be cancelled because of short term resources issues within the Education department. There was also concern raised in respect of the Transformation of Adult Social Services Panel about difficulties in obtaining information and attendance that has also led to cancelled meetings. The chair advised that if there are issues with the scrutiny process that cannot be resolved by conveners then these should be referred to the committee for action.

The Chair thanked the Councillor F M Gordon for the update and the Panel for its work.

**RESOLVED** that the updated be **NOTED**.

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

The Chair presented an update on the Scrutiny Work Programme which explained the background and purpose of the Work Programme and the current position of all scrutiny activities. She referred to the work currently active and progress with the established Scrutiny Panels and Working Groups. The Work Plan Timetable for future Committee Meetings was also provided.

She advised that:

- Cabinet had now made a decision on the Public Engagement Scrutiny Inquiry report. On 17 February it agreed 15 out of the 16 recommendations (1 in part) and agreed an action plan. The Scrutiny Panel would reconvene for the purpose of following up on the action plan and impact of this inquiry. The committee noted that a response to the Street Scene Inquiry was also scheduled for 14 April Cabinet.
- The Corporate Culture Scrutiny Inquiry was almost at the point of concluding evidence gathering. The inquiry is projected to complete in May.
- The pre-inquiry Working Group which met to consider School Governance has agreed to proceed with an inquiry – terms of reference being drawn up and will be reported to the committee as soon as possible.
- The Sustainability Working Group had met on 9 March and following initial discussion agreed to hold a second meeting to look at further information requested and to discuss conclusions and recommendations for the Conveners letter.

Further information requested included:

1. looking at an issue in more practical terms, a case study on sustainability in relation to Food Security
2. looking at the document/tool used to for sustainability impact assessments
3. looking at examples of some future trends and how we are addressing these.

It was noted that further correspondence had also been received in relation to Parkland Primary School. The chair reminded the Committee that it had already written to the Cabinet Member on this matter and was awaiting a response.

**RESOLVED** that the further correspondence received in relation to Parkland Primary School be forwarded to the Cabinet Member for Education with a reminder to respond to the committee's letter.

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

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

**RESOLVED** that:

- a. Councillor A C S Colburn be appointed as Convenor of the Sustainability Scrutiny Working Group; and
- b. Councillor J W Jones be added to the Membership of the School Governance Inquiry Panel and Sustainability Working Group.

189 **SCRUTINY LETTERS:**

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

There was some concern regarding the Cabinet Member for Education's response to the Committee's letter following the session in December.

The issues were detailed as follows:

- EMLAS Review – there was concern that the review which began 18 months ago still does not have a completion date. This was particularly important given the cuts to schools budgets and to the EMLAS service and the impact on schools with large numbers of children from ethnic minorities and those with English as a second language.
- EOTAS Review - the Cabinet member's letter states that there has been a meeting of the Education Inclusion Inquiry Panel on this. Although that is positive it would be helpful to know the status of the internal review.

**RESOLVED** that:

- a. The Chair write to the Cabinet Member for Education seeking further information in relation to the EMLAS and EOTAS reviews; and
- b. the Scrutiny Letters Log be **NOTED**.

190 **FEEDBACK FROM RECENT SCRUTINY EVENTS:**

The Chair referred to the recent visit to the National Assembly for Wales – Public Engagement on 12 February and the Western Bay Regional Scrutiny Seminar on 23 February.

Members expressed frustration about progress in relation to scrutiny of the regional Western Bay Programme. It was noted that governance has only recently been confirmed by leaders / portfolio holders and that a report back from organisers of the seminar is awaited that will inform further discussion on scrutiny of the Western Bay and practical issue for the committee to consider.

191 **UPCOMING SCRUTINY EVENTS:**

The following upcoming events were noted:

- Scrutiny Improvement Workshop on 18 March
- National Conference on Scrutiny, Partnership, Collaboration and Regulation.

The chair also informed committee members about regional engagement events being organised by the Welsh Government to raise awareness of proposals set out in the White Paper (Reforming Local Government). The event for the Western Bay areas was taking place on 31 March and members were invited to attend one of 2 sessions (either 10.00am-12.30pm or 2.00-4.30pm).

192 **FOR INFORMATION: AUDIT COMMITTEE WORK PLAN.**

**RESOLVED** that the Audit Committee Work Plan be **NOTED**.

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

The date and time of the last meeting of the 2014/2015 Municipal Year was submitted for information.

194 **DATE AND TIME OF UPCOMING PANEL / WORKING GROUP MEETINGS:**

The date and time of upcoming Panel/Working Group meetings were submitted for information to help increase the visibility of this work and encourage participation.

The meeting ended at 6.08 pm

**CHAIR**

# Agenda Item 5

## Report of the Chair

Scrutiny Programme Committee – 13 April 2015

### CABINET MEMBER QUESTION SESSION

<b>Purpose</b>	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.
<b>Content</b>	The following Cabinet Members will appear before the committee: a) Councillor Robert Francis-Davies – Cabinet Member for Enterprise, Development & Regeneration b) Councillor Clive Lloyd – Cabinet Member for Transformation & Performance
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Question Cabinet Members on relevant matters</li><li>• Make comments and recommendations as necessary</li></ul>
<b>Lead Councillor(s)</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer(s)</b>	Dean Taylor, Director – Corporate Services
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

#### 1. Introduction

- 1.1 One of the most important roles that scrutiny carries out is holding the council's cabinet to account. 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 – 13 April**

2.1 The following Cabinet Members will appear before the committee:

- a) Councillor Robert Francis-Davies – Cabinet Member for Enterprise, Development & Regeneration

The Enterprise, Development & Regeneration portfolio includes the following areas of responsibility:

- a. City Region
- b. Economic Development & Investment
- c. Tourism & Destination Marketing
- d. Planning Policy / Local Development Plan
- e. Adult Learning / Workways
- f. City Centre
- g. City of Culture
- h. Heritage
- i. Science City
- j. Universities
- k. Creative City
- l. Suburban Centres
- m. Lead elements of Sustainable Swansea.

- b) Councillor Clive Lloyd – Cabinet Member for Transformation & Performance

The Transformation & Performance portfolio includes the following areas of responsibility:

- a. Communications & Engagement
- b. Legal & Democratic Services
- c. Commercial Services
- d. Financial Services
- e. Human Resources / Organisational Development
- f. Customer Contact
- g. Scrutiny
- h. Risk & Resilience
- i. Member Development
- j. Sustainable Swansea – Fit for the Future
- k. Future Generations
- l. Sustainable Development
- m. Health & Safety Policy
- n. Commissioning Organisation
- o. Demand Management Strategy
- p. Lead elements of Sustainable Swansea.

2.2 The Cabinet Members have each provided a report in relation to their portfolio objectives to help the committee focus on priorities, actions, achievements and impact (see **Appendix 1 and 2** respectively).

### **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

31 March 2015

Legal Officer: Wendy Parkin  
Finance Officer: Paul Cridland



### Performance Information for Scrutiny for Cllr Robert Francis Davies as Cabinet Member for Enterprise, Development & Regeneration

#### 1. City Centre Management

- The key objectives and priorities for City Centre Management for the forthcoming period are summarised as follows:
  - **Objective 1. CCM manage front line services (*Swansea Indoor Market, Swansea Mobility Hire (SMH) & City Centre Rangers*)**
    - Priority 1. Improve Market Efficiency.
    - Priority 2. Achieve full cost recovery of SMH to prevent stop service.
    - Priority 3. Support the operational management of the City Centre on-site via the City Centre Rangers with focus on safe access and customers.
  - **Objective 2. CCM undertake Operational Management and Co-ordination Activities**
    - Priority 4. Over-see the management and administration of City Centre access to authorise and coordinate activities to enhance the customer experience.
  - **Objective 3. CCM undertake Events & Marketing**
    - Priority 5. Reduce non cost neutral events and marketing activities to develop 1-2 key on street events per annum and drive commercial opportunities to raise the *profile of the City Centre and encourage footfall.*
- These objectives are set out in more detail below in terms of recent achievements, the application of KPIs and the main service priorities and challenges going forward.*

- **Objective 1. CCM manage front line services**

- **Swansea Market**

City Centre Management manages the day to day operational management, development and promotion of Wales' largest Indoor Market and the 112 traders and their staff that it contains.

- Swansea Market recently won Britain's Best Large Indoor Market awarded by NABMA (National Association of British Market Authorities).
- 100% occupancy (last achieved in 2009)
- Consistently achieved income targets for last 3 years.
- Benefitting from a programme to replace its roof.
- Market kept open for the duration of the scheme.
- Feasibility works underway to access options for future development of the Market.
- Priority to implement new leases for traders.
- Rental issues being resolved by engagement of an independent expert and the final draft lease is due to be issued.
- Reduced residual waste sent to land-fill - 12% (January) for the previous year
- Recycling Action Plan being delivered - target of -15%.

- **Swansea Mobility Hire (SMH)**  
Mobility equipment hired and sold to disabled and able-bodied people with mobility needs to access City Centre shops and services, based within Swansea Bus Station, includes Changing Places facility which can be used by disabled people and their carers.
- Heavily subsidised by CCS, not tenable in its current form. Sustainable Swansea - budget saving proposals, representations made to close the Service in 2017-18. To avoid this, measures to reduce operating costs, increase income and diversify the Service being developed. Full cost recovery key priority for CCM at present.
  - Fees and charges have increased from January 2015, almost a 100% increase in income to date.
  - Diversity has included introduction of mini-strollers i.e. character shopping trolleys for children, which have been available to hire from March.
  - A left luggage and shopping facility gaining momentum, plans with SCVS for third sector engagement in future management and operation of the Service.
- **City Centre Rangers**  
Service evolved to address escalating issues regarding business crime and security; following a review measures, including new uniforms and 'zoning' the City Centre' supports transition to more customer driven service, key action going forward. 4 full time staff, supported by funding from the Business Improvement District (BID) at 25% of operating costs, subject to a Service Level Agreement.
  - **KPIs** - 10 month period up to October 2014, Rangers dealt with 27,000 incidents in the City Centre.
  - November 2014 to January 2015 Rangers dealt with a further 6,800 (approx) incidents
  - Customer queries the highest performing category in 12 out of the 13 weeks over which the data was collected.
  - Further indicators being developed.
- **Objective 2 - CCM undertake Operational Management and Co-ordination Activities**  
CCM over-see the management and administration of City Centre access to authorise and coordinate activities and projects to enhance the customer experience.
- February 2015, City Centre achieved Purple Flag status for the way in which it manages its night-time economy. Judges praised key measures & identified areas of work to be addressed going forward - a key priority for CCM.
- City Centre Promotional Lettings Service, (designated City Centre pitches available for events and promotions), generates significant income, recently reviewed, new measures introduced improve commercial viability of scheme.
- 'City Centre Data Intelligent' scheme (collating and disseminating information on the health of the City Centre monthly - footfall, retail sales and occupancy.) Last 3 months has shown an increase in sales and footfall compared to a declining national picture.

- 'From Busk Til Dawn' to encourage good quality busking entertainment in the City Centre. Recently reviewed with City Centre street trading, and applications from potential street traders invited shortly.
- This March, a City Centre Operations Coordination Group of key operational City Centre Officers initiated by City Centre Manager. The monthly meetings will first consider management of cross cutting City Centre service budgets used in the maintenance and management of the area and to support a 'Greening' project for Castle Square. This will feed into the delivery of Council's Destination Management Plan and emerging City Centre Strategic Framework.
- **Objective 3: CCM undertake Events and Marketing**  
CCM very successful in attracting additional footfall into the City Centre through provision of additional events and activities targeting key groups.
- Ghostbusters Live at Halloween - 30% increase in footfall,
- Easter in the City and Love your City on Valentines
- Events led by the Council's Special Events team who work closely with CCM.
- Marketing of City Centre;
  - City Centre Loyalty Card and was heavily involved in the inception of the
  - Big Heart of Swansea brand now being delivered by Swansea BID.
- Budget cuts have meant that the budget held by CCM for these activities is now significantly less.
- Priority going forward will be to deliver 1-2 key on-street events each year
- To support other agencies to deliver events and marketing
- To develop commercial opportunities to raise the profile of the City Centre.
- The CCM team will manage this through the application of the City Centre Promotional Lettings and Events Management scheme as the official licence holder for the City Centre.
- A major issue is branding - multiple and disjointed brands across the City and County and region. Critical to ensure that City Centre is well placed going forward and the offer is appropriately marketed and promoted and that resources are considered as part of this.

## **2. Business and Economic Development:**

- **Workways**  
Before the closure of the Workways project in December 2014 nearly 3300 Swansea residents, (many economically inactive) participated in the scheme designed to increase the employability and skills of those farthest away from the job market. Of these, over 1000 moved into employment.
- **Beyond Bricks & Mortar**  
This year we are currently working with 15 regeneration projects with 29 trainees (13 of whom are apprentices) currently on placement, receiving training and work experience as a direct result of our intervention. The training that people are receiving has been in;
  - Brickwork,
  - Plumbing,
  - Electrical,
  - Administration
  - Even supervisory and technical roles.

BB&M working with other public sector organisations including higher and further education to ensure community benefits are achieved in their projects including employment opportunities for long term unemployed and the economically inactive. This is being extended to Windfarm and tidal energy projects.

We have also developed “inform Swansea” an on-line presence that provides a single entry point for people, their advisors and prospective employers with real time, easily accessible information on job and learning opportunities. It improves prospects for employment and skill acquisition by identifying potential employment opportunities and most appropriate training route.

- **Swansea Bay City Region**

Establishing a knowledge economy and innovation Board with our partners in HE and FE to bring together and collaborate on project and investment ideas. We have worked with the Regional Learning Partnership and other partners to map and develop skill requirements and shortages in the life sciences and energy sectors that provide a blueprint for the future development of these activities in Swansea.

- **European Funding**

Its sourcing and subsequent management carries many responsibilities. In the recent round of Convergence funding the European section of the Team facilitated Council led projects that totalled over £100m and included a Rural Local Development Strategy that had 5 umbrella projects incorporating a large number of smaller schemes including five grant schemes. The European Fisheries fund also yielded over £300K that funded an economic development research exercise for the industry, a small grant scheme and a feasibility study for a “Hydrohub” project. We have coordinated the closure and position statements on most of those projects. The new round of structural funds due to begin this year will see similar levels of activity.

- **ICT and Connectivity**

The Division has recently resumed its role of coordinating with Welsh Government and BT on the “Superfast Cymru” project, in promoting the scheme widely and preparing an additional phase in Swansea where businesses can learn and receive support on how to apply fibre broadband to their businesses. We have also successfully applied to become part of the UK Government’s Broadband Development Voucher Scheme which means that businesses can get grants of up to £3K to install superfast broadband speeds

- **Inward Investment**

The economic downturn suppressed inward investment activity for a long while during which time we concentrated on creating employment through maximising the value of our procurement and regeneration activity and the capacity of our own business community. As the economic climate is now recovering we are reinvigorating our approach across all activity. We are working with the Swansea Bay City Region and have produced and adopted a regional strategy that will guide future investments. In particular, we will be seeking investment in knowledge and innovation sectors through close collaboration with our universities and Welsh Government. We will also be working closely with UKT&I to develop sector propositions that they can present to future foreign investors demonstrating the strengths of Swansea and the wider region.

### **3. Development, Conservation and Design Section**

- The Development, Conservation and Design Section determine in excess of 2,000 planning and related applications relating to all forms of development together with all associated appeals, in addition to the enforcement of planning control and the provision of an urban design and conservation service.
- The Section has recently undergone a significant change process following the introduction of the Idox Document Management System, subsequent restructuring in August 2014 and improvements to key processes and procedures.
- Since this time the Service has experienced a significant improvement in performance when measured against key performance indicators;
  - approximately 80% of all applications determined within 8 weeks during the third and final quarters of 2014/15
  - (Compared to 65% during the 2013/14).
- **Enforcement Service**

The Authority's Enforcement Service has, for some time, been under special measures reporting to P&FM and the Planning Services Scrutiny Working Group due to under-performance but has shown significant improvement when measured against a number of key performance indicators;

  - Outstanding enforcement cases fell from 650+ in August 2014 to under 500 in March 2015.
- **Urban Design and Conservation Team**

The Urban Design and Conservation Team has made significant contributions to improving the quality of the built environment through the provision of specialist advice and support and made progress towards the delivery and adoption of the Ffynnone Conservation Area Appraisal together with works to key listed buildings at risk throughout the Authority area including;

  - The Palace Theatre,
  - Scott's Pit,
  - Danbert House
  - The Roman Bridge.
- A key challenge for the future is to facilitate the delivery of the Authority's urban regeneration programme for the City Centre and Unitary Development Plan objectives, together with significant developments of National significance such as the Tidal Lagoon, whilst introducing further significant changes to the planning system in Wales as a result to the Wales Planning Bill and shouldering a 40% cut in its budget.

### **4. Property Development and Physical Regeneration**

- The Property Development and Physical Regeneration team have an excellent track record in delivering key projects and initiatives which support the economic well being of the city and have a significant impact on investment and job creation, particularly in relation to the city centre, Felindre and Swansea Vale. The service also attracts significant levels of grant funding to support the diminishing core budgets so that services can continue to be delivered.
- **City Centre**

The projects progressed in the 2014/15 financial year include:-

- **City Centre Strategic Framework Review;**
  - Consultants were appointed to review the 2007 City Centre Strategic Framework to ensure the Council's policy for the city centre is fit for purpose and deliverable.
- **Key Focus**
  - Creation of meaningful office locations in the city centre core.
  - Improvements to the quality of retail and leisure provision;
    - Development of a major seafront destination at Civic Centre site.
    - City living, including a significant element of private sector housing.
    - Opening clear links between the waterfront and the core city centre.
  - The review has been completed in draft and is currently out for public consultation. The document is available on the council's website.
  - The following events and meetings have been held to inform the framework.
    - A workshop was held with the Design Commission for Wales to consider the issues facing the city centre and to help develop the consultants brief to commission the City Centre Framework Review.
    - A visit to the city centre for senior civil servants was hosted by the Council.
    - Senior WEFO officials were briefed on the emerging plans for regeneration.
    - A presentation was made to the City Region Board and to a workshop event in London.
    - An international conference was held in October 2014 at the National Waterfront Museum to discuss "City Futures". The conference examined strategic and local issues with internal speakers and break-out sessions.
    - The "You Are Here" public consultation project has been running in the city centre for several months, with public consultation and interactive engagement sessions taking place in vacant premises. Interim report received and incorporated into Evidence base which has informed the Framework. Final YAH report anticipated end of January.
    - Briefings have been held for partners such as Healthy Cities, SERP, Swansea BID.
    - A presentation and workshop was held for the Council's innovation network (purple room).
    - The Council has engaged the media with press releases, interviews and on-line content.
    - The [www.swansecitycentre.com](http://www.swansecitycentre.com) website has provided up to date news on progress and provides access to the draft framework review document.
    - Social media activity has been undertaken in relation to the press releases and further activity is planned to coincide with the framework launch event.
    - The draft framework review will be launched for public consultation on 29<sup>th</sup> January and a launch event and visioning workshop is planned at the Meridian Tower.
    - A marketing brochure and digital flythrough has been produced.

- A notice has been placed in the OJEU and adverts in the Estates Gazette in relation to the marketing of the first two development opportunities.
- Developer days have been arranged for 3<sup>rd</sup> February (London) and 11<sup>th</sup> February (Swansea) to promote the marketing of the first two major sites.
- A launch of the adopted framework and marketing of a second tranche of sites will take place in October 15.
- Internal cross departmental and client team member consultation – Planning, Sustainability, Housing and Transportation.
- Preliminary consultation with WG (Nick Williams).
- Preliminary consultation exercise with Swansea Schools- school council's asked to respond to 5 general questions about Swansea City centre (July 2014).
- Swansea Voices panel (August 2014) Opinion Research Services- Panel members asked to respond to general questions on the quality and future of the City Centre.
- Web site and on line response form launched February 2015
- Presentations to residents group- Maritime Quarter Residents Association
- Direct email and postal consultation incorporating web site link
- Public Consultation event on the SCC SFR , with exhibition panels and staff on hand to answer queries. 2 day event at City centre managers unit 30<sup>th</sup> and 31<sup>st</sup> March
- Design Commission for Wales workshop March 26<sup>th</sup> 2015.
- **St David's and Civic Centre site Marketing.**
  - Following Cabinet approval, the marketing of the St David's and Civic Centre sites began at the end of January with widespread advertising in Estates Gazette magazine and through electronic distribution to over 35,000 people.
  - There has also been significant local TV and newspaper coverage, as well as two Launch events to inform prospective developers, investors and advisors, one held in London and the other in Swansea. These Launch events were attended by over 200 people.
  - A marketing brochure and an electronic visual fly through have been prepared and circulated to support the marketing exercise. DTZ also individually targeted 1,100 developers and agents known to them.
  - The sites are available through a competitive dialogue procurement process. Initial expressions of interest were received by 5<sup>th</sup> March
  - The PQQ responses are currently being scrutinised and by the end of March
  - Successful bidders will be provided with further information and invited to take part in the second stage of the process to demonstrate their initial development proposals.
  - The shortlisted parties will then enter into detailed discussions with the Council and Its advisors over the summer to develop their proposals into potentially workable solutions, with final submissions aimed for the end of September that would lead to
  - A recommendation to Cabinet for the appointment of a preferred developer in December.

- **Swansea Vale**
  - Heads of Terms have been agreed with WG to continue the Joint Venture for a further 5yrs. This will ensure further re-investment and commitment to the scheme by both parties and agreement to a five year programme of works and disposals.
  - A programme of improvement works along the main spine road and lakes has been scheduled for the next 12 months
  - Welsh Water/Dwr Cymru have agreed to adopt the foul drainage network and pumping stations previously operated by the JV. A capacity study will be undertaken by WW to enable disposal of further residential land at Tregof Village later this year.
  - Pure Wafer have confirmed that despite a major fire at their premises they intend to reinstate the building and remain at Swansea Vale.
  - The flood prevention scheme undertaken by NRW has now been completed and opened.
  - The Lower Swansea Valley flood scheme reduces the risk of flooding to some 300 businesses and homes. Over a 4km reach, the river's capacity has been increased by creating more space for water to flow, removing restrictions to flow and raising low spots along the river banks. The flood embankments have been innovatively set back from the river to create a 6 hectare wetland habitat. The project also improved flood warning, community flood awareness and piloted a multi-agency flood plan.
  - The £7m project was funded by Welsh Government and the European Regional Development Fund. It was delivered with exemplary collaboration between Natural Resources Wales and City and County of Swansea.
- **Felindre**
  - The infrastructure and strategic landscaping works have been completed within the £11.7m budget, and has delivered the **whole** 16 Ha Business Park in one phase, rather than the Ph1 12Ha that was required by WEFO through the grant conditions/Business Plan.
  - Marketing Consultants were appointed in July 2014 and are currently finalising the Marketing and Branding Strategy, to enable the Business Park to be actively marketed late Spring 2015. This will include an official launch as part of a comprehensive promotional programme.
  - The completion of the entire Business park in one single Phase will make the site more easily marketable to potential investors. A planning application is currently being determined for the relocation of Sancta Maria Hospital to Felindre, and it is anticipated that this first development will commence on site later in the year, providing an early success towards the establishment of the Business Park.
- **Vibrant and Viable Places**
  - The 2014/15 programme has been successfully completed with full spend achieved by 31/3/15. Main items have included the £3m loan to Coastal, completion of 3 housing units at 71 High St within the Homes above Shops programme, and early acquisition of property along High St by Coastal as part of the Urban Village scheme to be constructed in 2015/16.



- Sandfields HRA- Phase 1 stakeholder engagement (Renewal Area Community Open day event) taken place and a positive response received. The scheme tenders have been issued and works have commenced at the end of March 2015 with a completion target of September 2015. Phase 2 survey programme has commenced, caseworkers and surveyors have begun property visits/ surveys, and contractors are scheduled to be onsite in June 2015.
- **Enabling Infrastructure Works – Work on the High Street Corridor is nearing completion:**
  - The High Street clutter has been removed and awaiting resurfacing works, this will be completed early April 2015.
  - Consultancy Team preparing draft recommendations on Kingsway Infrastructure feasibility, and anticipated that the £1.95M V&VP budget for 2015/16 will focus on the west end of Kingsway, including demolition of Oceana, along with associated public realm enhancement.
  - WG/CCS Partnership Group established, meeting on a monthly basis and is undertaking effective programme monitoring.
- **Waterfront City**
  - Waterfront Connections – Substantially complete
  - Contract with Griffiths for Lower Oxford St. works finalised and settled in period
  - Main Boulevard Scheme – Main works completed end Nov 2014, in year work focused on the Sainsbury's to Tawe Bridges section.
  - High Street Corridor – Work progressing - est. completion May 2015 to include improvement works to the Argos junction and improvements to the area around High St. Station
  - Clarence Terrace – Demolition completed by Walters UK.
  - DTZ CCS City Centre framework review financed by Waterfront City in year
  - Art works in progress to complete by June 15 to include Marina sculpture and Paxton street tunnel, LC screen/gates and museum green.
- **Building Enhancement Programme**
  - 24 City Centre schemes delivered in 2014/15
  - £3.2m Waterfront City grant funding towards a total programme cost including private sector match funding of £13m
- **Homes Above Shops (VVP)**
  - 1 scheme delivered providing 3 flats at 71 High Street
  - £58k Vibrant and Viable Places grant towards a total project spend of £116k

## **5. Archives Service**

- **Objectives of the Archive Service:**

West Glamorgan Archive Service collects documents, maps, photographs, film and sound recordings relating to all aspects of the history of West Glamorgan. It is a joint service for the Councils of the City and County of Swansea and Neath Port Talbot County Borough.

- The Service's mission is the preservation and development of its archive collections, to safeguard our documentary heritage and to enable research in order to further our collective knowledge. The Archive Service is committed to providing information and the opportunity to engage with archives to everybody.

- **Achievements in 2014/15**

The Neath Abbey Ironworks collection has been recognised by inscription in the United Kingdom National Register of the UNESCO Memory of the World Programme, a list of documentary heritage which holds cultural significance specific to the UK. . The UK Register helps raise awareness of some of the UK's exceptional, but lesser-known documentary riches by awarding them with the globally-recognised Memory of the World status. As of 2014, there were 50 items and collections on the UK Register, including four from Wales. The Neath Abbey Ironworks collection is the only UNESCO-registered collection held by a Welsh local authority archive rather than by one of its national institutions.

- **Performance**

CIPFA statistics for 2013/14 from across the UK and, measured by individual visits to the archives, West Glamorgan Archive Service was the eleventh busiest service in the whole of the UK in that year, which is comparable to some of the larger English counties such as Devon and Leicestershire. This figure is up from 14<sup>th</sup> in the previous year and 19<sup>th</sup> in the year before that. No other archive service in Wales has anywhere near this number of individual visits.

- 2013/14: 13,146 reached on or off-site; 8,546 individual visits to the archives (in Swansea and our Neath branch); 1,710 school pupils attended learning sessions; 10,560 documents issued to researchers; 187,215 records on our electronic catalogue. Figures for 2014/15 not yet available.

- **Engagement**

In 2014/15 we received two grants from Welsh Government under their 'Changing Cultures' grant scheme (child poverty-related) to carry out engagement projects with target communities in Swansea and Neath Port Talbot. We have just finished one on the Sandfields Estate in Port Talbot which involved 50 children from Year 9 at Sandfields Comprehensive School researching the history of the estate and its connection with the steelworks. The next project is similar type looking at the history of Townhill.

- Our education service to schools in Swansea and Neath Port Talbot at Key Stages 2 and 3 receives excellent feedback from teachers. We provide a service both on-site and in the school classroom using facsimile documents.

- **Challenges**

The biggest challenge facing the Archive Service is the future of the Civic Centre. In the case of a sale, approximately 3 miles of records will have to be relocated to a secure, air-conditioned repository with a front-facing public access point. To this end we are in discussion with Carmarthenshire County Council and Swansea University about merger/co-location of services and constructing a

shared facility either on the Singleton Park campus or in a city location. A radical approach involving shared services is a more sustainable solution and the capital investment more likely to attract external funding.

## **6. Dylan Thomas Centre HLF Project:**

Launched on the centenary of Dylan Thomas' birth, the project aims for the Dylan Thomas Centre to become a cultural hub for Dylan Thomas' legacy, based in the city and community that he grew up in and that inspired him. It encourages people to take an active part in understanding this inspiring legacy of enormous local and international significance.

- To safeguard and develop the Dylan Thomas heritage,
- Focus upon the Centre's Dylan Thomas Collection.
- The project is jointly funded by CCS and Heritage Lottery Fund.
  
- The project seeks to:
  - Develop an active, rather than passive, facility
  - Provide high quality learning and participation opportunities to the widest possible audiences
  - Develop and enhance skills and promote public enjoyment
  - Create a more resilient Dylan Thomas heritage, supporting conservation
- **Benefits**

It aims for the following benefits:

  - Increase the range of audiences using and enjoying the Dylan Thomas Exhibition.
  - Conserve and enhance the heritage value of the Dylan Thomas Collection and Exhibition.
  - Increase the quality and quantity of participation with the Dylan Thomas heritage.
  - Improve knowledge about Dylan Thomas and develop skills in research, curation and interpretation through learning and training.
  - Improve management and maintenance of the Centre, its Collection and the visitor experience.

This has resulted in:

- £935k HLF funding
- Refurbished free permanent Dylan Thomas exhibition
- New learning space
- New temporary exhibition gallery
- New fully-funded full time Learning Officer and
- New fully funded part time Outreach Officer
- Three year funding for activities budget
- New fully funded part time Project Officer
- New touring exhibition
- New branding, revised website, and a wide cultural events programme.
- The grant also supported two major free temporary exhibitions of Dylan Thomas manuscripts, never before seen in UK, in partnership with Buffalo University, National Library of Wales and University of Wales. These ran to the end of 2014.

- **Performance Headlines and key targets**  
 Since the HLF award in April 2014 and the opening on October 27<sup>th</sup> 2014,
  - 90,585 attendees have visited our exhibitions up to February 2015.
  - This represents a doubling of attendance to the permanent DT exhibition.
  - 41 participatory projects over 126 sessions,
  - Reached 3960 participants.
  - Created 4 work placements and engaged 34 volunteers.
- **Engagement**
  - Proactive engagement with Swansea's communities and provision of a real legacy from the centenary.
  - Providing new and innovative learning and participation opportunities, so that communities in Swansea can learn new skills and engage with their heritage.
  - Having the facility and resources to increase and broaden our activities.
  - An ambitious programme of learning and outreach projects is supported by grant and CCS match-funding, including interaction with some of Swansea's most vulnerable communities.
  - From extensive consultation, to shape an evolving programme of participant driven activity that responds to their needs. Some communities showed a high level of interest in Dylan's health and lifestyle issues, which allowed for work, using culture to address health problems in our participants with partners such as WCADA.
- **Partnerships**  
 Partners so far in our learning and participation programmes include
  - YMCA,
  - Dragon Arts,
  - WCADA,
  - Communities First,
  - Townhill Youth Service,
  - Primary and secondary schools,
  - Most Able & Talented groups,
  - Young Writers Squads,
  - Kids in Museums
- **Targets & Challenges over next 12 Months)**
  - Continue to develop and deliver DT HLF project against commitments in Activity Plan.
  - Continue to increase income.
  - Continue to address ambition and sustainability with limited staff capacity.
  - Be flexible and maximise opportunities with changes to Cultural Services.

## **7. Special Events**

Delivered a broad range of music and arts events and manages the Brangwyn Hall and George Hall complex.

In the last year it has delivered (amongst others):

- Singleton Park saw the return of the BBC's Proms in the Park for the 10<sup>th</sup> time in Swansea as part of the BBC's Last Night of the Proms celebrations. Acts included;
  - Bryn Terfel
  - Violinist, Jennifer Pike

- Singer-songwriter Casi.
- Presented by Tim Rhys-Evans and Josie d'Arby,
- With the BBC National Orchestra and Chorus of Wales, led by conductor Tecwyn Evans.
- Currently shortlisted for Best Live Music Event at the Event Production Awards in London on April 1 2015.
- Swansea's first ½ Marathon took place in June,
  - 2500 runners taking part
  - (The race sold out in just 6 weeks).
  - Voted highly commended for best event in Swansea at the Swansea Bay Tourism Awards
  - Shortlisted for the UK Running Awards which will be awarded on April 24<sup>th</sup> 2015.
  - In 2015 this event is expanding to take 5000 entries so will be the second largest road race in Wales with plans for further development in future years.
- IPC Athletics European Championships in August 2014 (partnership featuring various local and National stakeholders, main partner Swansea University),
  - The first time this Paralympian event held in the UK
  - Over 600 athletes from 40 countries taking part
  - 600 officials and volunteers .
  - Russia topped the medal table with 41 gold and 88 medals overall.
  - Ukraine 2<sup>nd</sup> with 17 golds and 43 medals
  - Great Britain third with 16 gold medals and 52 medals overall.
  - Over 12,000 tickets sold
  - Major TV coverage on Channel 4 (including live daily TV) plus daily news coverage and coverage across Eurosport and many other national TV channels this event.
  - Raised the bar for delivery of Paralympian Sports events outside of the Olympics and World Championships
  - Hailed as the most successful European Championships to date.
- City of Sport - 2 other European Sporting events in August 2014.
  - 2014 European Touch Rugby Championships (500 competitors from 17 countries in male and female categories).
  - Dart 18 European Sailing Championships hosted by Mumbles Yacht Club at Knab Rock.
- Admiral Swansea Bay 10k
  - Record breaking entry
  - Inter Area Match with teams from Wales, Midlands, the North and Combined Services
  - First ever Paralympian winning a major 10k road race in the UK.
  - In 2015 event will feature the Welsh 10k Championships.
- Waterfront Winterland 2014 saw record year
  - 43,000+ people on the ice
  - 150,000+ visitors to the site.
- December - Prince Charles, welcomed to the Guildhall to inspect the 1st Queen's Dragoon Guards prior to them exercising their right to Freedom of the City and march through the streets of Swansea. The Welsh Cavalry was the last group of British soldiers to leave Afghanistan's war-torn Helmand Province.

- The success of many of the events that the Special Events section is involved with was reflected in nominations and awards at various award ceremonies during the year which included ;
  - Evening Post Pride Awards 2014 – Winners - IPC Championships
  - Swansea Bay Tourism Awards 2014 – Best Festival & Events (BBC Proms, WNAS, Waterfront Winterland)
  - Swansea Bay Tourism Awards 2014 – IPC Championships (Highly commended in Best Event Category)
  - Swansea Bay Tourism Awards 2014 – Swansea Half Marathon (Highly commended in both Best Event and Start up Business Categories)
  - Swansea Bay Volunteer Awards 2014 – IPC Championships (Winner - Best Volunteer Campaign)
  - Swansea Life Awards – Swansea Bay 10K (Highly commended in Best Event category)
  - Swansea Life Awards – Wales National Airshow (Winner - Best Event)
  - Event Production Awards 2015 – One of 9 finalists for Best Music Event (BBC Proms in the Park) - awards ceremony on April 1 2015 in London.
  - CIPR Cymru Wales Pride Awards 2014 – IPC Championships (Winner - Best Sporting Campaign)
  - UK Event of the Year 2014 – IPC Championships (1 of 5 finalists in Best Event Category)
  - Swansea Half Marathon nominated in the UK Running Awards 2015 - Award Ceremony on April 24<sup>th</sup> 2015 in London
- **Brangwyn Hall**  
The Brangwyn Hall reopened after its closure for over a year to much acclaim in July 2014 with a major refurbishment of the facilities which included;
  - A stage lift was introduced that will allow access to both levels of the under-stage storage which is safer for staff under H&S. All equipment can now be stored under the stage and not left around the perimeter of the hall.
  - New in-house PA system, which incorporates a loop system and show relay to all associated rooms.
  - Newly refurbished bar with skylight, incorporating a new baby change facility and Changing Places toilet, making the hall more accessible.
  - Brangwyn chandeliers refurbished with low energy lights, allowing cost savings over the next few years.
  - The successful re-opening of the Brangwyn Hall with Elvis Costello as the opening concert with other major concerts following on –most recently that of Russell Watson.
- **New Catering Contract**
  - Successful re-tender of the Brangwyn Hall / Guildhall catering contract. The successful caterers were JR Catering, who are achieving very impressive returns within the first 9 months of the contract and are very pro-active with staging new events and attracting Award Ceremonies and added business to the refurbished facility.
- **Looking Forward**
  - 4<sup>th</sup> Wales National Airshow returns on the 11<sup>th</sup> and 12<sup>th</sup> July 2015 with huge crowds expected at this award winning free event.

- New sporting event - the first city centre based Swansea Triathlon in early June 2016 - ambitious and expansive plans to establish itself as an iconic national event.
- Early 2016 should see the first ever Swansea Marathon following the success of the 2014 Swansea Half Marathon.
- Paolo Nutini - a major concert 20<sup>th</sup> June 2015 (other promoters in discussion for future events).
- Discussions taking place with Swansea University to jointly attract future major events based on the success of the 2014 IPC Athletics European Championships. This has already resulted in the following events coming to Swansea in the near future
  - European Lifesaving Championships (Clubs and Nationals) - 1-15 Aug 2015 – approx. 800 competitors expected to take part.
  - FISU World University Rugby Sevens Championships - 6-9 July 2016 – approx. 6000 competitors expected to take part.

## **8. Swansea Grand Theatre**

### **• Dylan Thomas 2014**

Swansea Grand Theatre made a significant contribution throughout 2014 towards the international Dylan Thomas Centenary Celebrations (DT100) by co-producing a number of productions on a range of scales.

- Co-produced Dylan Thomas: Clown in the Moon with Miles Productions played to 75% capacity in the studio theatre and went on to be presented throughout Wales and at the Edinburgh International Festival
- Caitlin was co- produced with Helen Griffin and Phil Clarke and was an outstanding example of small scale theatre. Over a week's production it achieved 65% capacity and also allowed the theatre to work jointly with Gower College Swansea performing arts students.
- The Wales Theatre Company, Swansea Grand Theatre and Arts Council of Wales (DT100) presented Dylan's A Child's Christmas in Wales, directed by renowned Michael Bogdanov, which subsequently went on tour around Wales. In addition the theatre and the Wales Theatre Company ambitiously presented a 36 hour non-stop Dylathon reading using an eclectic mix of VIPs including; 1st Minister of Wales Carwyn Jones and President of Ireland, Michael D Higgins, community groups and schools and renowned artistes including:- Sir Ian McKellen, Katherine Jenkins, Jo Brand, Sian Philipps, Robert Peston, Mal Pope, Kevin Johns and Jeff Towns
- The Theatre was successful in gaining an award for £73,000 from Arts Council Wales towards its Theatre Partnership Development scheme to continue its work with a number of local theatre producers including Miles Productions, Fluellen Theatre Co. Lighthouse Theatre Productions. This has enabled the theatre to be the catalyst for a number of productions of new work through the professional support that the theatre is able to offer these local companies.

### **• Gower College**

The Grand and Gower College Swansea continued for the 3rd year with its joint project, Primary Partners, which saw 12 junior schools taking part in short

presentations with full technical back-up. The project in 2015 has been expanded to include a 3rd day and an additional 6 schools taking part.

- Working with the City and County of Swansea's Education Improvement section the Grand jointly developed the West-End in Swansea scheme which was accessible to all young people in the City and County of Swansea and enabled high quality training by West -End artistes and a showcase performance by the participants. The scheme was limited to 50 places and was fully subscribed.
- The Grand will be early adopters of the national carers scheme HYNT which will improve access to the theatre.

## **9. Swansea Museum**

### **• New projects and grants received in 14/15**

- **Varda project** partnership working with Gypsy Traveller young people also partners with Pembrokeshire Museum and Education services + CCS Education dept. dedicated team.

- The aim of the project is to enable the young people to explore their heritage and to record and acquire records and objects to represent their communities in the local museum collections. An exhibition will be built around the project.
- HLF funded total £ 30,000 – carried forward to 2105/2016

- **Great War Propaganda Project**, SWM ( South West Wales Museums working together)

- The initial project was to produce a travelling exhibition using the original propaganda posters found in the Museum's collections. An element of the grant was to conserve and frame the posters so they are in a suitable condition to display.
- The exhibition will tour the museums of the partners, Carmarthenshire, Ceredigion, Pembrokeshire and Swansea.
- The grant was supplied by CYMAL ( Welsh Government) £ 11,325
- A subsequent grant was applied for to enable an outreach youth worker to be appointed to engage young people across SW Wales with the exhibition and the legacy that the Great War has on our lives today. Also explore the use of modern propaganda, peer pressures have on their own lives today. The grant was supplied by HLF £ 18,400 ongoing 2015/2016

- **Museum at Night - Dept. Culture Media and Sport.**

- Swansea Museum in open competition won a partnership with the artist Amy Sharrocks to explore the world of falling and to help create her Museum of Water. The majority of communication for the project was carried out through social media Facebook and Twitter.
- The penultimate event of the project was a large group of the public spending the day at the Museum reviewing their personal ' falling' experiences, fallings negative aspects and trying to look at the positive side of ' falling' , fortunately the weather was kind to us and in the late afternoon a large group walked to the beach and fell in the sea.



- Sample of peoples 'special water' and the locations they were taken from was added to the Museum of Water Collection
- Grant of £1,000 was received to cover the artist's costs, towels and hot chocolate!
- **Small grants from the Welsh Federation of the Museums Association/CyMAL.**
  - Grants were received from the Welsh Federation of the Museum's Association to enable a member of staff to attend the 'Unstraight Museum LGBT' conference and another member of staff to attend natural sciences specialist sector skills training seminars.
- **Racing Donation.**
  - A donation from a member of the public specifically given to cover the costs of the Museum's Bristol Channel Pilot Cutter 'Olga' to attend the Pilot Cutter review in St Mawes. This gave different members of the Volunteer crew the opportunity of sailing various legs of the voyage to Cornwall and to take part in some very exciting racing. Olga then took part in the Pilot Cutter Fastnet Race to Southern Ireland which with the weather against them turned into a very gruelling race, a real test of the crew's stamina. Olga's crew won the race. In fact there is a whole cabinet of the trophies she won for Swansea last year on display at the Museum. Donation £ 500.
  - Tall Ships Training partnership with Communities First/ NEETS
  - The Museum staff have been working with David Walters to develop a way forward for the young people who have been involved in the Tall Ships training programme to continue gaining sailing experience by signing up as Volunteer crew on Olga.
  - Several groups sailing on Olga over the year, this is to be developed in 2015/2016 so that the Museum can be established as a RYA approved tallship training centre which can award sailing qualifications. Income received to cover the costs of the trips out.
- **Savings.**
  - None identified but still doing more with a tight budget.
- **New partnerships**
- **University of Swansea Copper works /Morfa project.**

Swansea Museum is an active partner in the project and has contributed to the interpretation of the site adjacent to the Collections Centre at Landore.

  - Over the year various events have been held at the Collections Centre in partnership with the University and
  - GGAT (Glamorgan Gwent Archaeological Trust) to enable the public to explore the objects in the Museum's collections which relate to the site and the copper industry.
  - Volunteers are now being recruited to work alongside staff from the Museum and University to develop a programme of guided walks and activities to tie in with the Collections Centre being open to the public every Wednesday.
- **Swansea Metropolitan University**

Various photographic workshops have been held at the Collections Centre enabling groups of students to engage with the collections and record their photographic responses for a future exhibition.
- **Penny Halas – Boxing the Chimera**

An exhibition held at the Collections Centre created by the artist celebrating the beauty and variety of objects on display.

- **University of Cardiff Conservation Department.**

Visit from students on the Conservation course to explore and report on the environmental conditions and display techniques used at Swansea Museum.

- **University of Glamorgan.** Visits from staff and students to explore and examine historic photographic material held in the collections for papers and projects.

- **MENCAP**

Museum staff worked with staff from MENCAP to source and record the oral histories of patients and staff who lived at Hensol Castle between 1927 and 2003. From conversations with patients and staff various room settings were recreated and iconic objects traced to produce a thought provoking exhibition. MENCAP had sourced funding from an HLF 'Your Histories' grant.

- **U3A ( University of the 3<sup>rd</sup> Age)**

A group of students from U3A visit the Museum on a weekly basis to work on various projects based both at the Museum and at the Collections Centre. The projects range from digitally recording parts of the ephemera collections, working on elements of research for temporary exhibitions to identifying and recording geology samples, natural history specimens from the natural science collections.

- **Royal Institute of South Wales ( Friends of Swansea Museum)**

- The RISW ran a series of lectures/talks at the Museum throughout the year.
- The Museum also hosted the welcome event for the British Friends of Museums Conference in September. This was the first
- Time the conference, which draws delegates from all over the UK was held in Wales. It was voted the best conference they had ever had – the wonderful sunny weekend weather helped!
- The group continue to run fund raising events which have resulted in the purchase of several donations to the Museum's collections.

- **University of Southampton.**

A partnership with staff from the University of Southampton to create an exhibition examining the facts behind the myth of William Cragh who was publicly executed by hanging but lived to tell the tale. The University had explored the remains of medieval Swansea and created a 3D overlay plan of the town as it was then plus a trail to enable locals and visitors to explore medieval Swansea today.

- **Gwent Glamorgan Archaeological Trust**

Working with GGAT to deliver a series of workshops and events at both the Collections Centre and for National Archaeology Day at the Museum. Also to identify and go through the processes which enable the Museum to acquire local finds for the archaeology collection.

- **Swansea Metal detecting Club/Heritage Metal Detecting Club.**

The Museum's Collections Access Officer attends their monthly meetings to help identify finds and ensure that 'best practise' of reporting treasure etc. is carried.

- This partnership gives the Museum a wonderful opportunity to work with the groups to display new finds at the Museum and in the case of Treasure to be in a position to purchase local items if they are offered for sale.

- **SWM Partnership ( South West Wales Museums working together)**

Grants obtained (see above) to develop a WW1 Propaganda exhibition and education/outreach package to tour the various partner Museums. The partnership are also working with a project officer to develop the 'pan Wales' travelling exhibition on 'travellers to Wales' using the stories of persons who visited the area in the 18<sup>th</sup>/19<sup>th</sup>/20<sup>th</sup> centuries and the objects held in the various Museums which reflect their activities.

- Medwyn the Mole Museum Detective (SWM) website continues to be used by schools and is currently being updated.
- A book to accompany this is also being written by Hazel Williams.

- **Kids in Museums**

The UK wide Kids in Museum festival takes place in October and kids literally work with Museum staff to design a project, carry it out, then they take over the Museum for the day. The Museum worked this year with a group from Pen y Bryn School and with the education officer from the DTC to create and select objects to link into the Dylan exhibitions.

- Staff have been asked to present a feedback session on the project at the launch event for Kids in Museums 2015.

- **Key exhibitions.**

- **Dylan Thomas's Swansea**

An exhibition which reflected on Dylan's life and work in Swansea. The people he knew, the places he visited.

- The exhibition also launched the book Dylan Thomas 'The Pubs'.
- Special features of the exhibition were the creation of a typical Swansea pub of the 1930's, a display of paintings by local artist Wyn Thomas and some marvellous loans of first editions of Dylan's work. Local Dylan enthusiast Jeff Towns, the Luperini family were amongst those who kindly lent material to the exhibition. The Museum also showed a selection of films relating to Dylan's life.

- **A Child's Christmas in Wales.**

Continuing the Dylan theme, the exhibition reflects Christmas past.

Featuring an array of paintings by John Upton and a loan of his historic Christmas decoration as well as items from the Museum's collections. This exhibition tied in well with the December school visits for Toy sessions and Christmas stories.

- **Pen y Bryn 'Kids in Museums' exhibition.**

The exhibition was held in the long gallery. The children arranged the objects for display and worked with staff to design the interpretation panels, invitation to the preview etc. Lots of family and school staff attended the preview.

The project has been recognised as an example of good practise and staff will go through the way the partnership worked at the next Kids in Museums Welsh launch in June.

- **Swansea Art Society ' Dylan Response'**

This annual exhibition by the Swansea Arts Society was mixed media with an underlying theme of a response to the work and influences of Dylan Thomas.

- **Medieval Swansea**

The life of William Cragh, the facts behind the myth were the main theme behind the exhibition created from the partnership with the University of Southampton to explore medieval Swansea.

- The exhibition features new research into the structure of Swansea in medieval times recreated through virtual overlays.
- The exhibition also launched a new interactive trail of medieval Swansea today.

- **Swansea Potteries 200<sup>th</sup> and 250<sup>th</sup> anniversaries exhibition.**

The exhibition celebrated the founding of two of Swansea's main potteries 200 and 250 years ago.

- The display featured objects from the Museum's reserve collections as well as loans from private individuals, Liverpool Museum, Plymouth Museum and the Royal Institute of Cornwall Museum. A bilingual catalogue (the first bilingual ceramics catalogue) will be published shortly.

- **Swansea and the Great War**

This exhibition reflects how the Great War of 1914 – 1918 affected the lives of Swansea folk. From stories of those who went to join battles in Europe and beyond so those who stayed at home and took over the roles of the men who had gone to war. The exhibition preview evening (the busiest ever) was attended by many of the descendants whose stories were told in the exhibition. It was opened by Simon Weston and attended by the Welsh Horse who set up camp in the Museum garden.

- Mounted troopers on guard at the front of the Museum actually caused the traffic to stop on the Boulevard!

- **Hidden Now Heard**

An exhibition created in partnership with MENCAP and funded by HLF reflected the changing attitudes and provision of care for local people with learning difficulties. Based on oral recollections of life as residents/patients and staff at Hensol Castle. By recreating parts of the hospital, incorporating oral histories, artefacts and

- Interactive exhibits the exhibition provided a personal history of life for people with learning disabilities during Hensol's use as a long stay hospital between 1927 and 2003.
- Smaller community-based exhibitions /displays which have taken place over the year – 11.

- **KPI's**

(All figures quoted to end of February 2015.)

- Visitor figures to the end of February 142,086 above target for 2014/2015 140,000
- Formal education pupil visits pre booked groups to end of February 8,594 on targets. ( 9,000)
- Number of exhibitions 19 ( above target)
- Programmed events and activities 74 ( target 60)
- Higher Education planned visits 32 ( target 40)
- Lifelong Learning Groups 68 ( target 35)

- Outreach talks and events (4225)
- Professional enquiries 17,109
- **Feedback from Customers**
  - No formal CCS customer satisfaction survey carried out this year. Awaiting new formal/question content previous survey 89% - 90% satisfaction, lack of parking, café and more toilets accounted for negative feedback.
  - In house spot surveys this year, identified -
  - dissatisfaction with crossing points on Boulevard
  - Lack of parking near the Museum + difficulty in parking in dedicated Museum spaces due to three rows of bollards.
  - Need for more toilets/café!
  - All rest reflect positive feedback re - exhibitions, provision of Welsh language.
- **Customer service.**
- Visit Wales – excellent report re information given to/service received by mystery shopper.
- **Service 2015/2016**
  - Continue with temporary exhibitions programme but a few less. Continue to use Gallery 1 and long gallery.
  - Turn Gallery 2 over to displays from the Museum's collections. So more reserve collections on display.
  - Changing themes!
  - Redisplay Cabinet of Curiosities - Swansea's story – so that 1<sup>st</sup> floor will reflect local history from prehistoric to industrial revolution and beyond.
  - Redisplay areas of Archaeology gallery - put in application to HLF for redisplay of this gallery!
  - Complete qualifications/registrations etc. to enable Olga to be used as a Sail training ship.
  - Continue with sailing partnerships with Communities first/education dept.
  - Carry out first corporate hire trip for Olga.
  - Continue digitisation of collections to enable further valuations to be carried out.
  - Introduce the use of Volunteers to support and extend FOH staff across sites to enable more public access.
- **Education stats April 14-15**
  - 9778 pupils have visited Swansea Museum service over past year
  - October busiest month with 1989 pupils in single month
  - **'The White Feather'**

Last autumn's partnership production with Theatre Na N'Og was entitled 'The White Feather'. The project was between September and October, with a Welsh language run after the half-term break. Over 155 class groups visited from 72 local schools with 20 being Welsh language schools.
  - The story told the tale of a young boy dreams of escaping the humdrum reality of life in Swansea as WWI rages. He signs up for the excitement he

believes the war will bring, leaving behind his family, friends and shell-shocked elder brother. It is far from the Boys Own adventure he thought it would be and on a fateful night during the dreadful battle for Mametz Wood in July 1916, his life passes before his eyes as he is stranded in a muddy bomb crater. The play mixes the harsh realities of warfare with moments of magic, incorporating the words of the First World War poets amongst others with beguiling Welsh folk music to tell a devastating tale of family, love and loss. Pupils then spent time exploring our Swansea and The Great War exhibition and activities in the Education Room.

- Evening Community groups also attending the museum and a performance of the play. This year over 362 people booked a place for this from 13 community groups:
- Llantrisant & District History Society, Sketty Wesley Club, Tabernacl Guild Cwmrhydyceirw, Llangyfelach WI, Murton Village WI, Newton Ladies Guild, Cwmdulais Historic Society, Skewen and District Historical Society, St Barnabas Church Group, Llchwyr Historical Society, Briton Ferry Inner Wheel, Royal Institution of South Wales, Murton Ladies Guild
- We continue to provide work experience placements for Y10/ A level students and have had 7 weeks of placements this year with students from Cwrt Sart, Pentrehafod, Olchfa, Llantwit Major Comprehensive and Ysgol Gyfun Gwyr. We have also offered placements to international students from colleagues in Culture Dept.

## **10. Tourism & Marketing Services**

- Attended and presented at the 'Annual Tourism Stakeholder Day' in the George Hall on 29<sup>th</sup> Sept 2014 at which 90+ tourism businesses attended to hear how tourism continues to be major sector of the economy and a significant contributor to the future prosperity of the destination.
- Chaired the Destination Management Plan (DMP) Steering Group (meets 2 to 3 times a year) to review the delivery actions of the plan. The DMP was approved by Cabinet and was one of the key recommendations from the Tourism Scrutiny committee, which concluded that CCS was making the most of its Tourism assets.
- Secured £14K Visit Wales grant to support the continued operation of the 2015 Gower Sunday Service. This is a major and significant boost for rural communities and tourism operators for the season ahead.
- Supported development of detailed management plans for 4 Blue Flag Beaches using Visit Wales 'Partnership 4 Growth' money. This included major consultation exercises with communities and stakeholders whom live by or operate on the 4 blue flag beaches. This is a major key performance indicator for City & County of Swansea and a key to sustaining communities in the future as a result of the economic contribution that beach users bring to the destination.
- Hosted the 2014 Dylan Thomas Festival, probably the most significant cultural event CCS has helped deliver and proved to be a fitting finale to the year of celebrations.
- Introducing the 2015 "Enjoy Swansea Bay" in-destination marketing campaign for the residents of Swansea and visitors in destination. This will prove to be a vital tool in communicating the positive messages of the services provided in

the main by Cultural services on the range of in and outdoor facilities, attractions and events resident can enjoy. Even more vital this year, to counter the corporate messages of austerity measures and will also support the marketing of Swansea to inward investors for the city centre with positive Quality of Life messages.

## **11. Glynn Vivian Art Gallery**

### **The gallery received (amongst others)**

- Arts Council of Wales Revenue Grant £123,750  
GVAG received this annual grant for the delivery of our offsite programme of activities for Exhibitions and Learning.
- Arts Council of Wales Large Grant £29,000  
Support our offsite learning programmes,
- Heritage Lottery Fund £576,000  
Support our work for the collection over a 3 year period, now to 5 years capital and revenue funding. The Richard Glynn Vivian Bequest will have a commemorative display when the Gallery re-opens, which the capital funds will support.
- Achieved savings of £177,000  
New partnerships including
  - Royal Shakespeare Company and Swansea University's CREW (Centre for Research into the English Literature and Language of Wales)
  - Saturday Morning Art Club & Children's Holiday Workshops partnerships with Family arts week, Children's University, Swansea University, Technocamps, Wales Remembers, Art with Friends
  - Artist in Residence: LGBT Young people's group, Swansea Day service, Swansea YMCA
  - Young People: Community First, Youth Service, The Gwalia Foyer, Arnolfini, Olion, Agored Cymru, Arts Awards, engage Cymru
  - HLF projects: Swansea African Association and Swansea Centre for Deaf People and RNIB Swansea
  - Continuing partnerships with primary schools programme across Swansea continues to be extremely popular and this year we have been developing our secondary schools programme and initiated partnerships with Gower College Swansea
  - Plus Tate is a partnership - GVAG is one of two galleries representing Wales.
- **Key Exhibitions**
  - Manfinger: Maria Pask
  - The Wakelin Award 2014: Clare Woods
  - Time, a Hesitant Smile
  - Dylan Thomas Centenary;
    - Dylan Thomas Notebooks  
Over the summer, the Gallery presented a group of 20<sup>th</sup> century paintings from the collection, with loans from State University of New York at Buffalo, in partnership with the National Library Wales. The

paintings on loan from the Gallery included portraits of Dylan and his friends by Swansea artist Alfred Janes, amongst others.

- Poems in October: Dylan Thomas and Shakespeare  
Inspired by Dylan Thomas's love of Shakespeare, Glynn Vivian presented Poems in October: Dylan Thomas and Shakespeare in collaboration with the Royal Shakespeare Company, Michael Sheen and Swansea University's CREW
- **Key Learning**
  - Hard to Reach Young People  
Our successful Saturday Morning Art Club (5-14 year olds) and Black Kettle Collective (15-24 year olds) programmes have engaged new audiences of children, young people and their families from a range of backgrounds.
  - Artists as Learners  
We delivered a continuing professional development training and mentoring programme for two visual artists, in partnership with engage Cymru and three galleries and organisations across Wales. The young people created an animated film as part of the project and all achieved an Agored Cymru qualification in Fine Art: Creative arts practice Level 1.
  - Momentum  
Targeted hard to reach young people in Swansea, partnering Swansea Youth Service, young offenders or those at risk of offending, and Swansea Foyer, homeless young people. The Gallery worked with 28 young people as part of the project entering 8 for Bronze Arts Award qualification which 6 achieved. The Gallery's innovative delivery of the programme was commended by Arts Award.
  - Digital  
Saturday Morning Art - long term projects with children and families - *The Adventures of Richard Glynn Vivian – The Comic* (12/13), *The Animation* (13/14) and *The Computer Game* (14/15). The work that is created by the groups is then used as interpretation in the new gallery for visiting families.  
This will lead to an expansion of digital equipment and launch the digital programme Dec-Jan 2016. Over this period we have recorded and archived our contemporary and historical talks programme, now available online.
- **Development**
  - Offsite Artist-in-residence programme - 11 artists valuable research opportunities to develop and share their practice with the community.
  - Black Kettle Collective used an empty shop space in the city centre where they are preparing for a collaborative event with Young Arnolfini & IKON. Black Kettle will be hosting the Glynn Vivian stage at Olion Festival presenting live music by Black Kettle. Both projects will integrate Young People from deprived backgrounds and different cultural backgrounds which will raise aspirations, confidence and employment.



- 4Site – Primary and Secondary School Service continues with additional development and Launch of online provision for schools programme see business plan
- **Sharing Resources**  
During the year our Learning Officer, Tom Goddard, has given talks about the Gallery programme to a range of organisations and at different events including Engage Conference, BAFM Conference etc. He has always been available to give guidance and mentoring support to arts organisations and artists in Swansea. Learning, Child Protection and Access Policies have been updated for MLA Accreditation.
  - Offsite displays at City & County of Swansea offices:
  - June 2014 - install works from the collection in the corridors of the Civic Centre. Paintings by the Gallery's Over 55s group, also exhibited in the Civic Centre in October 2014.
- **Publications:**  
Collection images included in: Friends of the Glynn Vivian Newsletters, Swansea History Journal, the Musée d'Orsay's Gustave Doré publication, the Ben Uri Gallery's 'Refiguring the 50s' publication.
- **Community Roadshows**
- **Community Café talks at the Gallery's space at YMCA.**  
2015/2016, working with key target audiences to deliver activities and events in preparation for the re-launch in Summer 2016, across communities, schools and colleges, and other partner organisations, to test and build audiences for the reopening.  
Working with the Exhibitions, Collections and Learning teams, devise, implement and evaluate an integrated marketing communications plan in the lead up to the reopening and post re-launch. The re-launch campaign will begin six months prior to the reopening, with key milestones targeted throughout, and increased activity six and three months prior to opening which will culminate in a weekend of activities and events for all our core and targeted visitors.

### Glynn Vivian PI's

Attendance Figures	2013/14		Projected 2014/15	
	Events	Attendances	Events	Attendances
Exhibitions	8	8,805	7	51,734
Total Attendances	<b>8</b>	<b>8,805</b>	<b>7</b>	<b>51,734</b>
Participation Figures	2013/14		2014/15	
	Sessions	Attendances	Sessions	Attendances
Participatory Activity Inside a School Setting – 4Site	121	3,229	128.5	3,180
Participatory Activity Outside a School Setting – Workshops, Lectures, Talks and Events	264	7, 285	232	3,041

Total Participation	385	10,514	359.5	6,221*
---------------------	-----	--------	-------	--------

\*Note: The attendances for participation are slightly lower than last year, because in 2013 / 2014, attendances included a major launch of *The Adventures of Richard Glynn Vivian Animation Film* in Castle Square, whereas this year's project, the *Richard Glynn Vivian Computer Games* are due to be launched in Castle Square in April 2015, so cannot be included in the figures above for this year.

- **Strategies**

- Complete and operate the newly redeveloped Gallery building, improved facilities for access and social engagement
- Retain existing and develop new audiences – inclusive communities programmes, supporting our cultural identity and the language of Wales
- Develop a synergy between Collections, Exhibitions and Learning programmes
- Develop, maintain and care for the Collections to make these meaningful for today and for future generations
- Expand our Learning & Engagement programme to make Collections and Exhibitions widely accessible to wider audiences,
- Reach new audiences for our Exhibitions programmes of contemporary and modern art, supporting artists' and curators' professional development and practice in Swansea and Wales
- Contribute to the Regeneration of Swansea,
- Our ongoing work with the Heritage Lottery Fund and the Arts Council of Wales (part of Welsh Government), will be central to our future prosperity and success.

## **12. Library achievements 14-15**

- **New projects and grants**

- **Summer Reading Challenge** Grant for £900:
- SRC money went towards prizes for our winners of the SRC, the Teenage challenge, the under 5's challenge and for best volunteer as well as some local events promoting the challenge.
- **ECALM** (Every Child a Library Member)- £1,000
- The funds went towards the hire of buses for nine schools to visit their local libraries, as well as having two authors to run sessions in 2 libraries.
- Both grants were provided by Welsh Government (CyMAL)

- **Dylan Thomas events** (Grants as per DT100 programme)

- **Dylan Thomas Big Read**

- This project aimed to attract more library customers to read works by Dylan during the months of September and October 2014. Poetry is not a popular genre and sometimes not as accessible to all readers. We were pleased to find that one of Dylan's poetry

anthologies appeared in the top 10 most issued non-fiction titles for 14-15.

- **Dylan Thomas Touring Exhibition**
  - In conjunction with the Society of Chief Librarians Wales a touring exhibition was created providing information on Dylan's life and works. The exhibition is being toured throughout Wales at libraries and other venues and also ties into a Dylan Thomas reading list (see below). The exhibition has already visited Carmarthenshire, Merthyr Tydfil, Pembrokeshire, Rhondda Cynon Taff and Wrexham. It is scheduled to visit north Wales authorities over the summer before returning to South Wales.
- **Dylan Thomas Reading List**
  - In conjunction with the Society of Chief Librarians Wales a reading list was created of Dylan's major works. All libraries across Wales bought the selected materials and the reading lists have been distributed across all 22 local authorities. The list has been used in conjunction with the travelling exhibition and local events to promote Dylan's work throughout the centenary year.
- **New ITC development events**
  - Customers were invited to try their hand at programming at Raspberry Pi Workshops and Techno Lego Camps. These projects were trialled after the publication of the Literacy Trust report on Technology and Literacy levels. Their research showed that access to technology has a direct link to improved literacy.
  - Get Swansea Online - Libraries have been a big contributor of venues and supporter of this project which aims to break down barriers to accessing digital resources. Free Public WIFI in libraries – 16 libraries now have free public Wifi
  - New E-magazine and E-audio service
  - Centralised grants (for the whole of Wales) provided by CyMAL have allowed the service to participate in an E-magazine and E-audio download service providing library members free access to almost 500 e-magazines and a further 1500 e-books, 3,000 e-audio titles.
- **Key exhibitions**
  - **WW1 Commemoration** events and exhibitions
    - The library service has run over 30 events, exhibition, films and talks to support the commemoration of World War 1. The local study talks have been especially popular.
  - Other exhibitions
    - Playright – Tori Wright (February 2014)
    - Welsh Language Forum – Phil Cooze (March 2014 & 2015)
    - LOCWS – Erin Richard (April 2014)
    - Schools Arts Project – Lynne Bebb (May 2014)
    - Lifelong Learning – Judith Porch (July & August 2014)
    - A Year of Art – Clase School (September 2014)
    - Black History Month – Kirsty Roderick (October 2014)
    - Armistice Day – Archives (November 2014)
    - Swansea Your Story – Roy Kneath (December 2014)

- Water Journeys – Environment Centre (January 2015)

- **Savings achieved 14/15**

The library service contributed to £113,000 of savings in 14-15 through the reduction of the book fund and removal of mobile library services.

- **New partnerships**

- Sensory Services Team
- Age Cymru Swansea bay
- Age Concern
- The Carer's Centre
- Red Cross
- Coastal Housing
- All the above are now referring customers to us in relation to our Housebound Service. We are also involved in supporting the Older People's Strategy in relation to Dementia Friendly Cities, Isolation and loneliness and Age Friendly Communities. The service is actively working with Social Services who also refer vulnerable adults to the service. Safeguarding is ensured via reciprocal reporting if staff notice anything amiss.
- **Premier League Reading Stars Cymru (National Literacy Trust)**  
35 schools in Swansea have signed up to take part in Reading Stars in Swansea. Four training sessions were arranged by the Reading Agency, to which the Children's Librarian attended to enforce the importance of reading and partner working with libraries in Swansea.
- **Save the Children – Read On , Get On**  
The launch was held in Swansea Central Library, and since then the Principal Librarian for Children and the Children's librarian have attended follow-on meeting in Cardiff, to see how the project will continue in the future.
- **UNICEF – Welsh** and also recently with the UK Programmes Support Officer re Scottish Free Book ('Baby, I Love You)
- A 'Children's Rights' questionnaire was run during the summer holidays, asking children and young people to chose 12 rights for Swansea Libraries. All libraries now have a set of 12 Rights to display in their children's library, one for every month of the year.
- Other contacts made this year:
  - Schools Readiness Groups – Bookstart/Early Literacy
  - Spark Centre – Bookstart Corner
  - New Flying Start settings – Gors/Clase etc.
  - Equalities Officer – Kirsty Roderick
  - Swansea Your Story
  - Environment Centre
  - Welsh Language Forum
  - Get Swansea Online
  - Morryston Brain Trauma Unit
  - Singing for the Brain
  - Dementia Friends
  - Down's Syndrome Parental Support Group
  - LGBT (Information Pod)

- In-house Writing Group (adults)
- Deafblind Cymru
- National Libraries Wales – Tithe Map Project (digitising)

• **Links to Policy Commitments**

- *Explore ways of improving pupil engagement and attendance.*
  - Libraries will challenge pupils who are using the library within school hours and wherever possible contact the school to ensure reasons are valid.
- *Raise educational standards and the performance of all schools and pupils in Swansea.*
  - Libraries provide a supportive environment for children in relation to their educational needs through the provision of ICT, stock and homework help. Libraries also provide a safe and supportive place to study.
- *Promote community-focused schools and 'family learning'.*
  - Libraries also extend this support into the community space through 'family learning' events such as Rhyme times, story times and craft sessions.
- *Improve perceptions of our city as a place to work, to visit and to live*
  - Libraries are one of the indicators in the Welsh Index of Multiple Deprivation in relation to Access to Services. Many people look to such services when they move into an area e.g. access to GP, school, post office, library etc.
- *Tackle Poverty and unemployment, especially among young people and within the most deprived communities. Draw up and implement and anti-poverty action plan for the city*
  - Libraries support Job Clubs, CV writing workshops, job seeking either directly via library run support or through partner agencies. Libraries also provide the ICT infrastructure to allow job seekers to use technology within their job seeking activities. Libraries also purchase stock to reflect this such as Job seeking, CV writing guides etc.
- *Work with organisations such as Swansea Citizens' Advice Bureau and make targeted use of schemes such as Community First, to enhance the Council's existing Welfare Rights Unit to help low-income families, including working parents with children*
  - Libraries provide referral to other agencies along with information on a broad range of subjects including welfare rights, debt advice and financial literacy. Special collections help target this information in the places of greatest need. Although not direct providers they do act as supporting mechanisms and enable communities to make informed choices.

- Play a full part in the 'Healthy Cities' initiative, to address the health inequalities and differences in life expectancy across the city.
- Specific services such as Books on Prescription and special collections around Parenting and general health help support this agenda. Various research show that reading for pleasure supports wellbeing outcomes. Arts Council research show that the economic value of benefits to health and well being contributed through the use of public libraries could be valued nationally at around £748.1 million per annum and benefits to people's quality of life and improvements to health could save the NHS in the region of £27.5 million per year.
- *Support independent living; provide improved options for older people*
  - 25% of library customers are over 50. Libraries support the Older people's strategy through contributions around isolation and loneliness along with support on a number of levels for customers with dementia. The Housebound Service is seen as a lifeline for many – 'Since my husband passed away I don't leave the house anymore as I can't drive and am not able to walk far. Having books delivered to my door is something I look forward to as I have no one to take me out to the library and I only ever see my carer'.
- *Examine the feasibility of a 'Blue Plaque' scheme in Swansea to highlight those houses and buildings of historic interest.*
  - Library staff have taken part in selecting and providing information on the candidates chosen. Libraries have also promoted the scheme through exhibitions and a guided leaflet.
- *Ensure that Swansea's industrial legacy is central to plans for regenerating our city and local communities.*
  - Libraries hold specialist collections in relation to the industrial heritage of the area. Many customers make use of these collections supported by our Local Studies Librarian. It is important that the link to these collections across libraries museums and archives is maintained and used effectively to support such initiatives.
- *Work with the Welsh Government and others to prepare for the Dylan Thomas centenary celebrations in 2014.*
  - Please see previous comments in relation to events, exhibitions etc.
- *Promote citizenship in schools, seek to involve young people in a range of activities in our communities and initiate a county-wide youth leadership programme*
  - Swansea Libraries was the original creator of the ECALM (Every Child a Library Member) which is now an all Wales scheme. Often a library card is the first contact a child has in relation to citizenship outside a school environment (and often before they attend school). Libraries and museums also work with young people on a diverse

range of activities and engage with them through work experience and volunteer programmes.

- *Where appropriate implement the Rights of Children and Young Persons Wales Measure*
  - As far as I am aware libraries were the first organisation outside of schools to consult with children in relation to the Rights of the child. Consultation took place at a number of libraries asking children to rank what they felt to be their most important rights. This also provided libraries with the opportunity to ensure staff were also engaged in this important area.
- *Value Swansea's various communities by celebrating diversity and 'each other's festivals' to create a positive and cohesive sense of community and emphasising social justice and respect.*
  - Libraries have run a number of events and exhibitions over the years to support this. Libraries also provide stock based around such events and have a duty to support the community it that uses it services.

- **KPIs**

- **Summer Reading Challenge performance**
  - Children participating 3664 an increase of 20% on previous year
  - Children completing the scheme 1592 an increase of 29% on previous year

- **User survey**

- **Adults**
  - Staff helpfulness 99.6%
  - Staff knowledge 99.2%
  - Opening hours 94.7%
  - Choice of books 93.4%
  - Overall customer satisfaction 99.4%
- **Children**
  - Library is very good or good 97.9%
- **Consultation with customers**
  - Have your say forms available at all libraries
  - The forms allow customers to make a comment, complaint or compliment in relation to library services. Forms are dealt with locally by library managers and/or escalated to senior managers if needed.
- **Rights of the child**
  - Consultation was carried out with children through community engagement at libraries and through school visits.
  - Customer Satisfaction survey (overall satisfaction rate 99.4%)
- **Sustainable Swansea** consultation – 2 surveys
- Libraries also contributed to various consultations by making them available throughout the library network and alerting people to online options.

- **Plans for 15/16 and how you hope to achieve them in light of budget challenges**
  - We will continue to roll out our use of tablet technology for staff and customers. This will allow for a better customer experience as staff will be able to access resources wherever they are on the library floor.
  - We will look to further expand our partnerships especially around provision for our less able bodied customers. We are currently investigating greater provision of materials for visually impaired customers through a possible partnership with BWFB (British Wireless for the Blind).
- **Digital Literacy** – The library is leading on bringing together a forum to address digital literacy issues in Swansea. It is looking to the work with partners including the further and higher education sector.
- **Learn Together Cymru**  
A new major partnership for Libraries in 2015/16 will be our involvement in the Learn Together Cymru project run by CSV - the previous project worked with 21,000 people, readers and volunteers.
- We will train staff to support and signpost where necessary customers who need access to ICT in relation to welfare reform changes.



## APPENDIX 2 - CABINET MEMBER FOR TRANSFORMATION AND PERFORMANCE

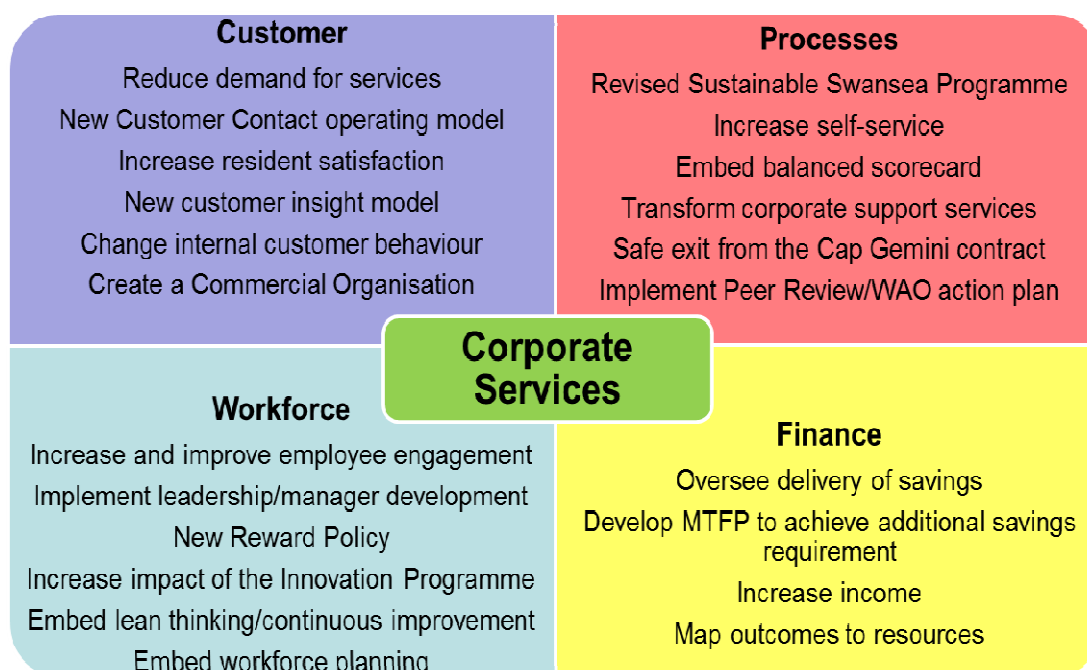
### SCRUTINY PROGRAMME COMMITTEE 13<sup>TH</sup> APRIL 2015 BRIEFING NOTE

#### A DIRECTORATE

#### 2014/15 Achievements

Objective	Headline Achievements
<b>Sustainable Swansea</b>	<ul style="list-style-type: none"> <li>Led the development of the Strategy and Delivery Programme</li> <li>Effective public and internal engagement programme</li> <li>Oversight of budget savings 84% (stretch target)</li> </ul>
<b>Innovation Programme</b>	<ul style="list-style-type: none"> <li>Established the programme and the Innovation Community</li> <li>Developed new values</li> <li>Range of successful "Purple Room" improvement initiatives</li> </ul>
<b>Performance improvement</b>	<ul style="list-style-type: none"> <li>New Corporate Plan with 5 Priorities</li> <li>Introduction of the Balanced Scorecard</li> <li>Established the Performance Improvement Network</li> </ul>
<b>Customer Contact</b>	<ul style="list-style-type: none"> <li>New Customer Contact Strategy</li> <li>Relaunched 3 star website</li> <li>Development of e-payments</li> </ul>
<b>Commercial Approach</b>	<ul style="list-style-type: none"> <li>Introduction of category management</li> <li>£1m savings third party spend savings</li> <li>New commercial team, increased in income by £x</li> </ul>
<b>ICT</b>	<ul style="list-style-type: none"> <li>Adoption of a new operating model for in house managed service</li> <li>Exit Plan agreed with Cap Gemini</li> <li>Significant infrastructure improvements</li> </ul>

#### 2015/16 Priorities



## **B FINANCE**

### **Priorities and Success Stories**

1. Setting of Revenue and Capital Budget including substantial public consultation and development and use of the Budget prioritisation tool.
2. Full payment of the CCS share of Discretionary Housing Payments both in 2013/14 and projected for 2014/15. This includes last minute additional funding from Welsh Government. Contributes significantly to the anti-poverty strategy
3. Projected balancing of 2014/15 Revenue outturn in line with approved budgets.
4. Finalisation of equal pay settlements and progress on resolving equal pay appeals.

### **Service Performance Headlines**

1. Automated telephony introduced into Council Tax, Business Rates and NDR – potential to roll out across all Council services.
2. Successful engagement with DATANK looking at single person discounts – estimated additional £300k in Council Tax collection as a result.
3. Housing subsidy buy out happening on Thursday 2nd April after months of protracted negotiations with Welsh Government, HM Treasury and Public Works Loan Board – incurring additional borrowing of £73m but annual saving of £1m + to HRA.
4. Centralisation of Financial assessments continuing with SS staff due to relocate within weeks.
5. Finance performance is measured on:-
  - Compliance with Treasury Management strategy
  - Council Tax and Business Rates collection rates
  - Compliance with Revenue and Capital Budgets
  - Payment times in respect of payables
  - Time to process new claims and change of circumstances in benefits.

All are on target for 20154/5

### **Engagement with Service Users**

1. Ongoing Customer satisfaction survey at Contact Centre with Public invited to give feedback on performance.
2. Extensive Public, Union, Staff and Member consultation regarding budget proposals.

## C HR/OD

### **Sustainable Swansea – fit for the future: Staffing Impact of Budget Savings**

In line with the Council's current policy, every effort has and will continue to be made to minimise compulsory redundancies. Management action includes: tight management of vacancies, redeployment and retraining where ever possible and further encouragement of staff to consider ER/VR options, including bumped redundancies

In 2013/2014 there were no compulsory redundancies.

In 2014/2015 there were 3 compulsory redundancies. It should be noted that redeployment opportunities were explored with these members of staff but unfortunately, they were not successful in obtaining alternative employment.

At the start of the Budget Savings Proposals in December 2014, there were potentially 64 posts at risk. This has been reduced to 33. This is due to posts becoming vacant, employees requesting ER/VR and other employees being redeployed. However, clearly the figures will continue to change as a result of the Council's decision on the budget proposals and other service changes that occur. The Schools may well have redundancies in view of the 5% savings they have to make. However, early indication is that the majority of the Schools will use their reserves for the year 2015 to 2016. A clearer picture will be known at the end of March 2015.

### **Priorities and Success Stories**

1. **Mandatory Health, Safety & Wellbeing Training.** The authority continued to see improvements in the way health, safety & wellbeing is managed within CCoS due in no small part to the rise in awareness following managers attending mandatory training. This was best evidenced by a 51% reduction in lost days through accidents in 2014 when compared to 2013. This is undoubtedly as a result of the Management of Accidents Training, delivered by the Corporate Health, Safety & Wellbeing Service in conjunction with Legal. It also shows the fiscal benefits in ensuring our staff are protected, with their wellbeing at the core of our approach to service delivery.
2. Implementation of **Additional Annual Leave Purchase Scheme** for staff – 117 applications have been approved since 1 Jan 2015.
3. Winners of **South West Wales CIPD “Excellence in Learning and Development Award”** for the creation of the Purple Room to allow staff the time and space to think and ‘do’ differently as well as the activities / events taking place within in it to develop and support staff to think and ‘do’ differently
4. **Encouraging a cultural shift in terms of leadership** e.g. Senior Leadership lunchtime sessions – Senior Leaders becoming more visible and accessible to staff across the CCS, engaging staff in conversations.

5. Linked to above, **Swansea Manager Standard** under development. Workshops to engage SMG in its construction to encourage ownership to take place in April.
6. **Staff Survey** undertaken (with Communications) and achieved baseline statistics on staff views across the CCS. Work being undertaken with Service Areas to act upon feedback e.g. Waste
7. **Problem Solving Sessions** run to generate new ideas for issues services are tackling, engaging staff, members and external organisations e.g. Flytipping.
8. Set up of the **Innovation Community** – voluntary network of staff interested or involved in Innovation, Change, Continuous Improvement activities across the CCS. The IC is open to all staff members of every level and in every areas of the CCS (currently 87 members) and has been involved in:

Sharing best practice / learning from one another (See e.g. below of a staff member in Housing sharing an example of best practice to the Innovation Community which is now benefiting colleagues in Finance Dept)

Encouraging cross departmental working

Engaging with the Sustainable Swansea Fit for the Future programme, generating ideas for projects that need fresh input

Learning from and working with other organisations. e.g. A member of the Innovation Community shared what she had read on 'nudge' theory with the IC, there was interest in this from the group so we invited the Head of Customer Insights from the DVLA to meet the IC and share information on work they had carried out in relation to nudge theory. As a result of the IC trying to apply the theory to CCS Council Tax reminder letters, the DVLA have agreed to carry out customer insights work in regard to these letter changes (the objective being to increase payments of Council Tax from residents) and will also review the Council Tax/Housing Benefits/Blue Badge webpages with the objective of improving the customer experience so that more transactions, and more information, is sought online rather than face to face. This work is progressing.

## **D COMMUNICATIONS AND CUSTOMER ENGAGEMENT**

### **Developing a new Customer Contact Model**

1. A strategy has been agreed and the first-year implementation plan has largely been delivered. This includes the launch of the Council's new public website, the introduction of automated telephony in Council Tax, Revenues and Benefits and rolling-out the Council's e-payments system across the Council.
2. A new model for customer services that brings together a number of different services in the contact centre and call centre has been developed with officers from various services and will be phased-in during the next 18 months. Some challenges remain around 'transferring' staff and bringing in the right capability to make the necessary changes for this major transformation in the way the Council meets customer needs.

### **Digital inclusion**

1. Following the successful 12-month programme of providing ICT skills to digitally-excluded people, the programme has been extended for a further 12 months
2. The strategy aims to provide sessions in communities for the public to learn ICT skills and links to initiatives in the contact centre such as creating an ezone where the public can use computers to access services rather than deal face-to-face with staff
3. Contact centre staff are also be trained to use mobile devices so that they can approach people in the queue and help them carry out their transactions online
4. We have also trained 50 digital champions across the Council who will assist customers as more services transfer online.

### **Communications and Engagement**

1. One of the main themes of communications has been *Sustainable Swansea Fit for the Future* and engaging staff, councillors and the public. This work will continue in the coming years as we aim to engage key groups and encourage greater community involvement and action.
2. The first staff survey for a number of years was recently completed. The findings are largely positive, although an action plan has been developed to address some council-wide issues and all Heads of Service are addressing "local" issues within their area.
3. A new annual communication plan will be launched early in the new financial year to direct efforts and resources towards promoting and engaging stakeholders on the Council's priorities.
4. A new employee engagement strategy will also be developed and launched early in the new financial year.
5. A full review of Design Print will take place to ensure the Council is providing cost-effective and modern design and print services.

6.

## **E LEGAL, DEMOCRATIC SERVICES & PROCUREMENT**

### **Priorities and Success Stories**

#### ***Legal & Democratic Services***

1. Complete root and branch review of the service being undertaken in readiness for commissioning review.
2. Successful Lexcel assessment.
3. Childcare approach being celebrated on an all Wales basis as an example of good practice.
4. Preparations well under way for General Election.

#### ***Member Development***

1. Governance review underway; part of which will be to set out roles and responsibilities and to ascertain how best non-Executive members can be provided with the skill and support to carry out their roles.
2. The review will also consider training needs and appraisals for Executive and non-Executive members.
3. The role of scrutiny will also be considered and Scrutiny Committee will be consulted to seek ways to strengthen the role of scrutiny within the Council.

#### ***Sustainable Swansea – Fit for the Future;***

1. All budget savings delivered and plans in place and being actively pursued to deliver savings for 2015/16.
2. Appointment of an Efficiency Officer to identify savings in terms of lean working and systems thinking approach – opportunities being developed as soon as identified.
3. Development of e-working is delivering cashable and non-cashable efficiencies throughout the department.
4. Business partner approach being instilled which should lead to demand management and prevention.
5. Childcare and Child & Family is a good example of business partner approach which has led to various elements of Sustainable Swansea being achieved namely: Efficiency, Prevention and Demand Management.

#### **Service Performance Headlines**

1. Development of balanced scorecard measuring performance against strategic priorities and strategies.
2. Active implementation of new delivery model on an ongoing basis.

## Engagement with Service Users

1. Attended and took part in interactive Sustainable Swansea workshop with colleagues from LDS&P, also engaged in Q&A session with colleagues
2. Was very well received by colleagues who commented on visibility of Cabinet Member

## F INFORMATION AND BUSINESS CHANGE

### Priorities and Success Stories

1. **Capgemini transition** has begun and is on track including:
  - a. Implementation of the ICT operating model. In phase one focus is around establishing the new in-house service desk and procurement of a third party Oracle support provider
  - b. The collective bargaining process is well underway between staff representatives, trade unions, and CCoS
  - c. A series of workshops with staff on the agreed future operating model and structure led by the Head of Service
  - d. Governance arrangements have been agreed and the first milestones have been met
  - e. Oversight and assurance from Gartner
2. Key projects on the **ICT roadmap** are on track, particularly upgrade of the network and Microsoft Office, agile working, and improving disaster recovery, business continuity and resilience.
3. The **systems rationalisation** project is underway analysing and recommending ways in which the Council can expand, combine, or stop using its 200+ systems. This will improve the efficiency of remaining systems and deliver savings.
4. **Information management (IM)** processes and governance arrangements are being introduced from April to improve the corporate approach to IM. This includes a corporate approach to reporting and the gathering of data and intelligence that can inform decisions.
5. **Key successes** within the service in this period include:
  - a. Security compliance has been achieved with a positive endorsement from the Cabinet Office on its implementation in such a short timeframe
  - b. Completion of WiFi roll out to schools. The service is now reviewing usage at each school. Feedback from schools has highlighted the positive impact this has made to learners.
  - c. Delivery of employee self-service functionality. Impact includes: reduction in demand and improved accessibility
  - d. Capgemini transfer on track and first milestones have been met.

# Agenda Item 6

## Report of the Chair

Scrutiny Programme Committee – 13 April 2015

### PROGRESS REPORT – LOCAL SERVICE BOARD SCRUTINY PERFORMANCE PANEL

<b>Purpose</b>	The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will attend the committee on a regular basis to provide a progress report, updating the committee on headlines from their Panel's work and impact.
<b>Content</b>	This report focuses on the Local Service Board Scrutiny Performance Panel. Councillor Mary Jones, convener of the Panel, will provide the update.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Ensure awareness / understanding of the work of the Panel</li><li>• Consider its effectiveness and impact</li><li>• Consider any issues arising and action required</li></ul>
<b>Lead Councillor(s)</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer(s)</b>	Dean Taylor, Director – Corporate Services
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

#### 1. Introduction

- 1.1 The Local Service Board 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 Local Service Board Scrutiny Performance Panel. Councillor Mary Jones, convener of the Panel, will provide a progress report. To focus the discussion, a short written report is attached as **Appendix 1**.
- 1.5 The Panel has a fixed membership of 7 as follows:
- Chair / Vice-Chair of Scrutiny Programme Committee
  - Convener of Service Improvement & Finance Performance Panel
  - Convener of Schools Performance Panel
  - Convener of Child & Family Services Performance Panel
  - Swansea Council for Voluntary Service (Cherrie Galvin)
  - ABMU Health Board (Professor Michael Williams)
  - Police & Crime Panel (Mark Brace)

## **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

31 March 2015

Legal Officer: Wendy Parkin

Finance Officer: Paul Cridland

## Local Service Board Scrutiny Performance Panel Update

### 1. Remit of the Panel

The overarching purpose of the panel is to consider: *What difference is Swansea Local Service Board (LSB) making for citizens?*

The remit of the Panel includes only the activities of the Local Service Board as a partnership and excludes scrutiny of individual partner organisations.

### 2. Introduction

The LSB is responsible for tackling some of the major problems that impact on the citizens of Swansea, including domestic abuse, adult qualifications, economic inactivity, debt, preventable early deaths, life expectancy, older people's independence.

The LSB includes Swansea's main public service providers as well as representatives of the voluntary and business sectors and a representative of the Welsh Government. Its purpose is to make sure that decision makers work together to tackle the issues that matter for Swansea. It is essential that the LSB is subject to the same level of scrutiny as all other aspects of the Council's work. The aim of the Panel will be to see how much of a difference the LSB is actually making to the well-being of the people who live and work in Swansea. Partnership working on this scale takes a lot of time and effort and relies on goodwill from participating organisations, so the Panel hopes to be able to support and assist this important work by acting as a critical friend and helping to make improvements to the way things are done.

### 3. Key Activities

The Panel has continued to meet on a bi-monthly basis and since the last update to the committee has met 5 times between July 2014 and March 2015. The main activities included:

#### 21 July

- Development session and discussion with the then Chair of Swansea's LSB. An overview of the current work of the Local Service Board, key successes, key challenges, suggestions for scrutiny and questions were covered in this session.
- Feedback from Panel members' attendance at the LSB meeting held on May 20<sup>th</sup>.

#### 22 September

- Development sessions and discussions with the Welsh Government and SCVS Executive Board members. They met with the Panel and shared their views on;
  - Role of LSB partners in delivering priorities
  - What has gone well
  - What are the challenges
  - Where can the scrutiny panel add value to the work of the local Service Board

(Note: the above meetings were convened by Councillor Mike Day, former chair of the Scrutiny Programme Committee)

### **17 November**

- Development session and discussion with the South Wales Police Executive Board member.
- The Panel agreed on a number of suggestions to move their scrutiny work forward;
  - The need for a formal reporting mechanism.
  - Questions and points to include in their Work Plan 2015/16.
  - A key lesson from the LSB Case Studies report, which is the need to address a topic rather than always look at the process.

### **26 January**

- Development session and discussion with the new chair of the LSB and the ABMU Executive Board member.
- Work Plan discussion

### **23 March**

- The One Swansea Plan Annual Review and the role of the LSB. The panel identified a number of improvements and suggestions for the Local Service Board.

## **4. Achievements / Impact**

- A number of key issues/questions were raised by the Panel throughout the development phase and sessions. These have been used to move the scrutiny work of the Panel forward and to get the Panel to a stage where they are ready to undertake more in depth scrutiny of the work of the LSB.
- The Panel has agreed its preferred approach for the Work Plan 2015/16 - to select an annual LSB priority from the One Swansea Plan to look at in-depth in order to extrapolate findings and conclusions on the effectiveness of the Local Service Board. The overarching question that the panel is seeking to address is "*What difference is Swansea Local Service Board making for citizens?*" In order to assist the Panel explore and answer this question within the context of the LSB, a number of key questions have been agreed.
- The Panel has narrowed the priority down to 2 - Domestic Abuse and Older People's Independence. Both have recently been the focus of the LSB's new workshop style approach. The panel will look at the Older People's Independence challenge first.
- As a result of points raised by the Panel around communication and visibility of the LSB, the LSB has now agreed that members of the public will be allowed to attend LSB meetings from July onwards.
- To improve the One Swansea Plan Annual Review process, the convener's letter (March meeting) to the Chair of the LSB raised a number of recommendations and suggestions:
  - There should be greater visibility of the indicators that track the aspirations for each Challenge within the One Swansea Plan.

- The LSB should introduce a system that shows the status of each indicator. An example of this is the RAG (traffic light) system which is used to measure and track performance.
- The LSB should introduce a clear mechanism that outlines the priorities of their work plan for the forthcoming year.

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

- A meeting is planned for April so the Panel can invite the Director of People to attend and give an initial briefing / overview of the Older People's Independence priority. The Panel will meet again on 18 May.
- The Panel's work plan for 2015/16 will be drafted following the April and May meetings.
- The Panel will be discussing a possible move from bi-monthly to monthly meetings.

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

None.

## Report of the Chair

### Scrutiny Programme Committee – 13 April 2015

#### ANNUAL WORK PROGRAMME REVIEW 2014/15

<b>Purpose</b>	This meeting is the last scheduled meeting of the committee in this council year. The purpose of this report is to help councillors take stock of the work done this year and reflect on the experience. The committee may also start thinking about what topics might be looked at by scrutiny in the new council year (i.e. following the Council AGM on 19 May)
<b>Content</b>	This report explains the background and purpose of the scrutiny work programme and includes a summary of the work completed this year. The work completed by the committee is attached together with a summary of the established Scrutiny Panels and Working Groups, some of which are still in progress.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"> <li>• evaluate the effectiveness of the scrutiny work programme</li> <li>• identify any topics that might be looked at by scrutiny in future</li> <li>• evaluate how well the committee has worked this year</li> </ul>
<b>Lead Councillor(s)</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer(s)</b>	Dean Taylor, Director – Corporate Services
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

## 1. Introduction

- 1.1 Being the final scheduled meeting of this council year it is good practice to look back on the last year's work and invite the committee to consider its effectiveness. The purpose of this report is to help councillors take stock of the work done this year and reflect on the experience, and to start thinking about what topics might be looked at by scrutiny in the new council year.
- 1.2 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. A report was provided to each meeting to enable the committee to maintain an overview of all scrutiny activities (including the work undertaken by the

informal Panels and Working Groups established), monitor progress, and coordinate work as necessary.

## **2. Scrutiny Arrangements**

2.1 The broad aim of the scrutiny function has been:

To carry out a significant and constructive programme of activities that will:

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

2.2 The council's scrutiny arrangements agreed by Council in October 2012 aimed to achieve the following:

- all work to be managed by a single Scrutiny Programme Committee through a single work plan. This will ensure that work is cross cutting and not restricted to departmental silos.
- specific work will be undertaken both through the committee and by establishing informal panels (for in-depth activities) or working groups.
- the Chair of the Scrutiny Programme Committee shall maintain overall responsibility for the work and timetable for scrutiny, and ensuring that the work is carried out, in conjunction with the committee itself.
- all backbench councillors should have the opportunity to participate in scrutiny work regardless of committee membership.

2.3 The terms of reference of the Scrutiny Programme Committee are attached as **Appendix 1**.

## **3. Work Planning**

3.1 The committee has needed to 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

3.2 A Scrutiny Work Planning Conference took place in May and was attended by 21 scrutiny councillors. At the conference scrutiny councillors shared views about the scrutiny work programme and identified priorities for the year ahead. The discussion was informed by views that had been gained from the annual councillor survey, cabinet members, executive board, the public (via Swansea Voices Citizens

Panel) staff and partners. Ideas suggested were also cross referenced with the priorities in Swansea's Single Integrated Plan.

3.3 Councillors were asked to prioritise a long list of ideas, considering both topics and the suitable approach e.g. inquiries, performance monitoring or one-off working groups. From the consultation the topics that gained most support were:

- Corporate Building & Property Services
- Governance of Schools
- Corporate Culture / Co-operative Council
- Sustainability
- Services for those with Learning Difficulties
- Target Areas
- Mental Health Services
- Obesity / Lifestyle
- School Readiness
- Roads / Roadworks / Highway Maintenance
- Young Carers
- Western Bay Health and Social Care Programme

3.4 Feedback from the conference was then considered by the chair and vice chair of the Scrutiny Programme Committee to help inform proposals about any new panels / working groups, guided by the principal that the work of scrutiny should be strategic and significant, focussed on issues of concern, and represent a good use of scrutiny time.

3.5 A proposed work programme was discussed by the committee in June 2014 i.e. the topics that should be examined through various panels and working groups as well as a plan for future committee meetings. The work programme included work that was ongoing or already committed, either because of its importance or because work was incomplete, as well as new topics. Further information was considered over subsequent meetings in order to prioritise potential inquiries and working groups.

3.6 Non-executive councillors who are not members of the committee were given the opportunity to participate in panels and other informal task and finish groups. New scrutiny topics, once agreed, were advertised to all non executive councillors and expressions of interest sought. The membership of panels and working groups were then determined by the committee.

#### **4. Summary of Work Completed**

4.1 The work of scrutiny this year has been carried out primarily in three ways – through the committee itself and by establishing informal panels (for in-depth activities) or one-off working groups.

#### 4.1.1 Formal Committee Meetings

4.1.2 As well as developing and managing the overall work programme and keeping an oversight on all scrutiny activities, the committee has focussed on holding Cabinet Members to account by holding formal questioning sessions and providing challenge on a broad range of policy and service issues over the course of the year. This has resulted in the committee communicating findings, views and recommendations for improvement through chair's letters to Cabinet Members. A copy of this year's completed work plan is attached as **Appendix 2**.

4.1.3 The work can be summarised as follows:

- Cabinet Member Questioning Sessions

The committee held all 10 Cabinet Members to account by holding a series of question sessions throughout the year. This has enabled the committee to explore their work, looking at priorities, actions, achievements and impact.

- Crime & Disorder Scrutiny

The Scrutiny Programme Committee is designated as the Council's Crime & Disorder Committee under the Police & Justice Act 2006. The committee met with Chief Superintendent Phil Davies (South Wales Police) and Chris Sivers (Director – People) in their position as co-chairs of the Safer Swansea Partnership to discuss progress on Safer Swansea Partnership Performance with questioning on plans, performance, challenges.

- Final Inquiry Reports

The following inquiries were completed over the last year. The committee formally agreed the final inquiry reports, produced by Panels, for submission to cabinet for decision:

Inquiry	Report to Cabinet	Cabinet Decision	Recommendations		
			Agreed	Partly	Rejected
Inward investment	26 Aug 2014	20 Jan 2015	10	0	2
Public Engagement	21 Oct 2014	17 Feb 2015	15	1	0
Streetscene	16 Dec 2014	expected 14 Apr 2014			
Social Care at Home	20 Jan 2015	awaited			

- Chair's Letters - these are an established way for scrutiny to communicate views and recommendations directly to Cabinet Members, reflecting discussion at meetings. All scrutiny letters,



whether produced by the committee, panels or working groups, and responses were published within the Scrutiny Programme Committee agenda.

- Scrutiny Dispatches – the committee produced a monthly summary of the headlines from the work of scrutiny for council and the public. In November 2014 it was agreed by council that future reports should be made on a quarterly basis allowing for full discussion. The committee agreed that this new report should focus on impact and how scrutiny is making a difference, rather than a descriptive account of scrutiny activities. The first of the quarterly reports was presented to 3 March Council.
- Pre-decision Scrutiny – 2 cabinet reports were subject to pre-decision scrutiny:
  - Proposed Lease of Underhill Park to Mumbles Community Association – Report of the Cabinet Member for Wellbeing & Healthy City to Cabinet 18 November 2014
  - Everyone's IT - The Move to an In-house Managed ICT Service – Report of the Cabinet Member for Finance & Strategy to Cabinet 16 December 2014 (*this was delegated to the Service Improvement & Finance Performance Panel to undertake*)
- Referrals from Council (or other bodies) – Gypsy & Traveller Site Provision – Review of Process

Following referral from Council the committee agreed to undertake this review by setting up a number of special meetings, in order to check whether the process was robust, seek assurance on quality, identify any learning points, and recommend any changes for the future as appropriate. This work commenced in February 2014 and 11 meetings have been held to date, with the review nearing the conclusion of evidence gathering.

- Other Reports:
  - Swansea Children's Rights Scheme
  - Annual Local Government Performance Bulletin 2013-14
  - Future Trends for Swansea
  - Wales Audit Office Report: Good Scrutiny? Good Question!

#### **4.2.1 Informal Scrutiny Panels and Working Groups**

4.2.2 A number of scrutiny panels were established, with conveners and members 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 ensured that scrutiny was both flexible and responsive to issues of concern:

- a) **Inquiry Panels**: to undertake discrete in-depth inquiries into specific and significant areas of concern on a task and finish basis. These would be significant topics where scrutiny can make a real difference. Inquiry panels are expected to take no longer than six months to complete and would produce a final report at the end of the inquiry with conclusions and recommendations for Cabinet (and other decision-makers), informed by the evidence gathered.

The following new Inquiry Panels were established by the committee:

- Corporate Culture
- School Governance
- Child & Adolescent Mental Health Services
- Education Inclusion (*whilst originally set up in early 2014 the Panel was suspended pending the outcome of a departmental review of the Education Other Than At School Service. Having considered the findings and proposed actions from that review the Panel agreed that an inquiry was still necessary and have recently commenced evidence gathering*)

A key change was introduced during the year – to establish a pre-inquiry working group at the start of any proposed inquiry - councillors involved being responsible for determining whether an inquiry is necessary and suggesting appropriate terms of reference to the committee for agreement. This would be based on a detailed presentation of the subject matter with advice from relevant cabinet members / officers and provision of existing research and information to inform the focus of any inquiry.

**Follow up of Previous Scrutiny Inquiries** – Inquiry Panels reconvene to follow up on the implementation of agreed recommendations and cabinet action plans, and the impact of their work. A meeting will usually be held 6-12 months following cabinet decision, with a further follow up arranged if required. The following previous scrutiny inquiries were followed up during the year:

<b>Inquiry</b>	<b>Status</b>
Services for Looked After Children	Further follow up required
Support to Care Leavers <i>(dealt with by the Child &amp; Family Services Performance Panel)</i>	Further follow up required
Public Transport	Further follow up required (meeting arranged 20 April)
Tourism	Complete
Affordable Housing	Complete
Attainment & Wellbeing	First follow up arranged for 30 April

- b) Performance Panels: to provide in-depth monitoring and challenge for clearly defined service areas. Performance Panels would be expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services. Performance Panel conveners have also been required to provide the committee with regular progress reports on the work of their Panels.

The following Performance Panels have been established by the committee:

- Service Improvement & Finance
- Schools
- Child & Family Services (*the committee decided during the year to split the work of the former Wellbeing Performance Panel to re-establish a Child & Family Services Performance Panel and a separate Panel with a specific remit to focus on the Transformation of Adult Social Services*)
- Local Service Board (*multi-agency Panel*)

4.2.3 Working Groups - Although the majority of scrutiny work would be carried out through the committee and panels, the committee also established some informal working groups of councillors. This supported flexible working where it had been agreed that a matter should be carried out outside of the committee but did not necessitate the establishment of a Panel. This method of working was intended to be light-touch – effectively a one-off meeting to consider a specific report or information, resulting in a letter to the relevant Cabinet Member(s) with views and recommendations.

Working Group meetings took place during the last year to look at the following:

- Planning Services
- Car Parking
- Corporate Building & Property Services
- Local Flood Risk Management
- Sustainability

4.2.4 **Appendix 3a and 3b** provides a snapshot of progress with the informal panels and working groups that were established by the committee to carry out specific activities, and current position. A contact list for lead scrutiny members and officers is also contained in **Appendix 4**.

## 5. **Public Requests for Scrutiny / Councillor Calls for Action**

5.1 In accordance with the Local Government (Wales) Measure 2011 the Scrutiny Programme Committee has a protocol to deal with requests for scrutiny from individual councillors (who are not members of the committee) and/or members of the public.

- 5.2 Also, councillor calls for action (CCfA) specifically enable councillors to refer issues of local importance to an overview and scrutiny committee, however as a means of “last resort” in a broad sense, with issues being raised at a scrutiny committee after other avenues have been explored.
- 5.3 In accordance with these protocols, the chair of the Scrutiny Programme Committee is required to consider any requests received and bring about a proposal about how to deal with these to the committee for consideration.
- 5.4 Over the year 3 public requests was received and dealt with by the committee. These related to Welsh medium primary school provision in Swansea West, children’s rights impact assessment in relation to school land sales, and the proposed sale of land at Parkland Primary School.
- 5.5 Since the last committee meeting a further request for scrutiny has been made. It relates to concerns about the application process for the Blue Badge Scheme. Advice is being sought to ensure the committee can make an informed decision and can deal with this public request appropriately. This will be reported to the committee for consideration.

## 6. The Scrutiny Experience

- 6.1 As the committee reaches the conclusion of the year’s work it is good practice to reflect on achievements and issues that have arisen. Committee members are encouraged to share their views on how process and practice can be improved, thinking of experiences both positive and negative.
- 6.2 The following questions may be worth considering:
- What one thing has worked particularly well?
  - What has not worked so well?
  - What one thing could be improved about the committee?
  - What would help you develop as a scrutineer?
- 6.3 A range of relevant statistics about scrutiny activity covering the last year is attached as **Appendix 5** to help the committee consider the performance of scrutiny. Amongst the information provided this shows the average councillor attendance at scrutiny meetings currently as 72%. This compares with 60% during 2013/14.
- 6.4 The annual councillor scrutiny survey was also issued during February and March to all councillors. As well as gauging general perceptions and getting views to inform improvements to the way scrutiny works in the future the survey was also designed to capture councillor’s ideas about what the scrutiny work programme should look like – these will be fed into the scrutiny work planning conference that will take place in May. 23 survey responses have been received to date. This includes 18 out of the 62 non-executive councillors (approx 29%). The results of the survey so far are attached as **Appendix 6**. The survey will be kept

open to get as much feedback as possible for the work planning conference and also because the results will be captured in the Scrutiny Annual Report which will be drafted in the next few months. This will also include results from the staff, partner and public survey which is currently running until 1 May.

## **7. Improving Scrutiny**

7.1 Over the course of the year scrutiny councillors and officers have been involved in development and improvement events in order to support and deliver effective scrutiny. This included attendance at scrutiny events at a regional and national level, such as those organised by the Welsh Government, Welsh Local Government Association and Centre for Public Scrutiny. The various improvement activities can be summarised as follows:

7.2 Improving the Impact of Scrutiny:

In June 2014 the committee agreed proposals for how scrutiny can improve its impact over the next 12 months. An action plan was agreed which focused on the different inquiry stages (scoping, reporting, and follow up), given that inquiries provided the greatest opportunities for impact. It also included the proposal that the content for the Council's forward look document be included in the papers for Scrutiny Committee to consider opportunities for pre-decision scrutiny.

Some achievements:

- Pre-decision scrutiny – clear process exists, managed by the committee with improved visibility of opportunities for pre-decision scrutiny. Positive feedback from scrutiny members and cabinet members.
- Establishing measurable outcomes at the outset of inquiries where possible – identifying the 'indicators we want to change'.
- There is a process for involving the right stakeholders in inquiries – stakeholder mapping.
- New approach agreed to ensure constructive dialogue with Cabinet about inquiry reports – meeting with relevant Cabinet Members to discuss cabinet response before it is finalised.
- Introduced revised 'follow up' report for Cabinet Members asking what difference an inquiry has made and considering the wider impact by involving stakeholders in the follow up process.
- Impact of in-depth scrutiny is communicated via press releases, blog posts and social media, includes raising awareness at key stages in the inquiry process.

7.3 Improving Communication & Public Engagement with Scrutiny

In September 2014 the committee approved an action plan for improving communication and public engagement, which aimed to:

- Raise awareness of the work and impact of scrutiny
- Include public contributions in the work of scrutiny; and

- Ensure that the voice of the public is heard within Council decision making.

The following proposals were endorsed:

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

The report included a communications plan / checklist along with actions arising from adoption of the national principles for public engagement (referenced in Wales Audit Office Report – Good Scrutiny? Good Question!)

Some achievements:

- Wider involvement in question setting - all Scrutiny Councillors and public now involved through advertisement by email, blog and social media.
- Use of social media to promote significant stories e.g. scrutiny blog ([www.swanseascrutiny.co.uk](http://www.swanseascrutiny.co.uk))
- Scrutiny Dispatches – quarterly report to council on impact
- Using partners to help with consultations, e.g. schools and economic activity
- Engaging with stakeholders beyond completion of inquiries
- On-line publications page developed - includes all scrutiny agenda packs, reports and letters as well as responses from Cabinet Members. Filters enable easy access to publications by topic, publication type or meeting type. Publications linked to a specific piece of work can now be viewed in one place. The page can be found here: <http://www.swansea.gov.uk/scrutinypublications>. The reason for introducing the page was to make the work of scrutiny more transparent and accessible following a suggestion from Wales Audit Office during the recent corporate assessment.

#### 7.4 Protocol for Co-option

The Committee developed a protocol for co-option to ensure a consistent approach that should be adopted across Scrutiny Panels and Working Groups. The protocol outlined the benefits of co-option and the thinking that should be undertaken to best inform any decisions about co-option. It was designed to give clarity to conveners and scrutiny councillors about what steps to take.

The protocol emphasises that there should be a strong case for co-opting someone, who rather than giving evidence, would work alongside scrutiny members to carry out the scrutiny. The protocol highlights the importance of having a clear rationale, taking advice (relevant officers) and ensuring that there are no potential conflicts of interest. It also reminds councillors that there are different ways of engaging people in the work of scrutiny.

## 7.5 Scrutiny Development Session: Making Scrutiny More Effective

A development session was held on 29 January 2015 facilitated by Ian Bottrill from the Centre for Public Scrutiny in Wales.

From the session there were a number of proposals:

- Develop closer working with the Evening Post to get scrutiny work better publicised
- Consider how councillor attendance at panel meetings and working groups can be publicised
- Develop a smarter and consistent way of writing recommendations to recognise the difference between 'quick wins' and longer term outcomes
- Discuss with Cabinet how engagement with scrutiny might be developed
- Improve how the public are informed about the process for particular pieces of scrutiny work – in civic centre reception and online
- Improve visibility of scrutiny at council in order to give the scrutiny process more status.

## 7.6 Scrutiny Improvement / Self-Evaluation Workshop

On 18 March 2015 the committee arranged an improvement / self-evaluation workshop which also involved those councillors who have acted as conveners. The aim was to discuss how well scrutiny has worked over the last 12 months. A small number of improvement priorities for the next 12 months were identified by those present:

- Developing the relationship with the Executive e.g. to ensure alignment of scrutiny work and executive work
- More public information about the impact of scrutiny e.g. getting more stuff in the Evening Post, and exploring other ways to promote the impact
- Scrutiny topic prioritisation e.g. using different methods for some topics, consider issues where all scrutiny councillors could be involved as opposed to a small group, briefings to help prepare members for scrutiny

## 7.7 The following will also need to be taken into account to inform future improvement and development actions:

- Wales Audit Office Report: Good Scrutiny? Good Question!
- WLGA Peer Review
- WAO Corporate Assessment

## 8. Developing the Work Programme for 2015/16

### 8.1 A Work Planning Conference will take place in May to consider and identify priorities for scrutiny for the coming year. As well as new topics

the work programme will include activities that need to be carried over, either because of their importance or because work is incomplete.

## 8.2 Work Outstanding

The following work may need to be carried over from the current work plan:

- Inquiry Panels
  - Corporate Culture (*completion due: May*)
  - Education Inclusion (*completion due: August*)
  - School Governance (*completion due: October*)
  - Child & Adolescent Mental Health Services (*pre-inquiry working group to be set up*)
  
- Follow up of Previous Scrutiny Inquiries
  - Support to Care Leavers
  - Services for Looked After Children
  - Public Transport (*meeting planned 20 April*)
  - Economic Inactivity
  - Attainment & Wellbeing (*meeting planned 30 April*)
  - Inward Investment
  - Public Engagement
  - Streetscene
  - Social Care at Home
  
- Performance Panels / Other Panels
  - Service Improvement & Finance
  - Schools
  - Child & Family Services
  - Local Service Board (*multi-agency Panel*)
  - Transformation of Adult Social Services (*relevant to its work the Panel have had an agreement in-principle from the Welsh Government Minister for Health & Social Services, Mark Drakeford, to attend a scrutiny seminar on 14 May in Swansea on implications of the Social Services and Wellbeing Act - exact format of the event and agenda to be agreed with the Minister*)
  
- Working Groups
  - Sustainability (*meeting planned 14 May*)
  - Local Flood Risk Management
  - Roads / Highway Maintenance
  - Young Carers
  - Target Areas
  - Civic Events
  - Welsh Housing Quality Standard



- 8.3 The Committee is invited to share ideas about any other topics that might need to be looked at by scrutiny in future.
- 8.4 Forward Look – the committee is invited to consider the available information on future cabinet business (attached as **Appendix 7**) and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications.
- 8.5 The first scheduled meeting of the Scrutiny Programme Committee in the new council year is expected to be 8 June 2015.

## **9. Scrutiny Annual Report**

- 9.1 The key achievements from the scrutiny work carried out over the past year will be featured in the Scrutiny Annual Report which will be published in the next few months.

## **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: 2 April 2015

Legal Officer: Wendy Parkin

Finance Officer: Paul Cridland

Appendices:

Appendix 1: Scrutiny Programme Committee Terms of Reference

Appendix 2: The Committee's Completed Work Plan 2013/14

Appendix 3a: Overall Scrutiny Work Programme Timetable 2013/14

Appendix 3b: Progress of Panels and Working Groups

Appendix 4: Scrutiny Councillor / Officer Leads

Appendix 5: Scrutiny Performance Data

Appendix 6: Annual Councillor Scrutiny Survey Results

Appendix 7: Forward Look (Cabinet Business)

### Scrutiny Programme Committee - Terms of Reference

#### 1 General

- 1.1 The Scrutiny Programme Committee will have the following general responsibilities:
- a. Holding members of the Council's executive to account.
  - b. Monitoring the performance of public services, policies and partnerships.
  - c. Contributing to corporate and partnership policy and strategy development.
  - d. Conducting in depth inquiries into service and policy areas.
  - e. Involving the public in service improvement and policy development.
  - f. Considering the opinions of external inspectors.
  - g. Making reports and recommendations to Council or Cabinet on the discharge of any functions of the authority as appropriate.
  - h. To undertake reviews as directed by Council.
  - i. Preparing and publishing a regular work plan.
  - j. Contribute to an overall strategic work programme for scrutiny that will be reported regularly to Council.
  - k. Observing the principles of effective scrutiny as set out in the Protocol for Scrutiny.
- 1.2 The Committee will have responsibility for coordinating the scrutiny of the following:
- a. The community strategy / single integrated plan.
  - b. Swansea's Local Service Board.
  - c. The Council budget.
  - d. Central / corporate functions of the local authority.
  - e. Groups and organisations with which the Council has formed links through grant funding, compacts, subscription or service level agreements.
  - f. External bodies which are able to levy a statutory precept upon the Authority.
  - g. The Treasury Management Strategy Statement, Annual Report, Mid Term Report and Quarterly Progress Reports.

#### 2 Scrutiny Panels

- 2.1 The Committee may establish Panels / working groups for the purpose of undertaking in depth inquiries or for looking at the performance of particular areas of service delivery.
- 2.2 Each Panel / working groups will be led by a Scrutiny Convener who will be responsible for:

- a. Convening meetings of the relevant Panel
- b. Chairing meetings of the relevant Panel
- c. Ensuring that the Panel undertakes work to the specifications and timescales agreed by the parent board
- d. Reporting back to the parent Board with findings, conclusions and recommendations as appropriate

2.3 Councillors will be appointed to a Panel on the following basis:

- a. At least two political groups on the Council to be represented on the Panel.
- b. Membership of Panels will be open to any non executive members of the Council regardless of whether they are a member of the Scrutiny Committee.
- c. New panels will be advertised to all non executive members and expressions of interest sought. The membership of panels will be determined by the Committee.

### **3 Scrutiny Work Programme**

3.1 The Scrutiny Programme Committee will be responsible for coordinating the work of the Scrutiny panels. Other tasks linked to the delivery of the work programme include:

- a. Monitoring the delivery of the scrutiny strategic work programme;
- b. Preparing and agreeing the scrutiny annual report as required by Council;
- c. Dealing with business relating to regional / national scrutiny meetings (for example in relation to the Welsh Local Government Association or the Centre for Public Scrutiny);
- d. Considering reports relevant to the development and improvement of the Council's Scrutiny function;
- e. Dealing with consultation and implementation of national policy changes relevant to scrutiny;
- f. Preparing and publishing a regular work plan;
- g. Making reports and recommendations to Council, Cabinet or the Democratic Services Committee on the discharge of any functions of the authority as appropriate.

### **4 Service and Policy Areas**

4.1 Areas of responsibility cover all functions of the Council and specifically:

- a. All of the functions of the Council as a Social Services Authority under all relevant legislation;
- b. All functions of the Council under the Children Act (1989 and 2004);
- c. All of the functions of the Council as a Planning Authority under the Town and Country Planning Acts and all other relevant

- legislation including countryside, nature conservation and rights of way matters, in force from time to time;
- d. Acting as the Council's designated Crime and Disorder Committee for the purposes of the Police & Justice Act 2006;
  - e. All of the functions of the Council as a Housing Authority under the Housing Acts and all other relevant legislation;
  - f. Outcomes of reviews undertaken by outside agencies or audit bodies;
  - g. Items where Welsh Government Guidance suggests that matters should be considered by scrutiny.

## **5. Cabinet Portfolios**

- 5.1 The work of the Board will not be limited to any particular Cabinet portfolio(s). Invitations to attend meetings, reports, letters and recommendations will be directed to the relevant Cabinet Member(s) as each issue requires.

## Scrutiny Programme Committee – Work Plan

### Standing Agenda Items:

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

### Items for Specific Meetings:

Meeting	Reports	Purpose
9 June	<ul style="list-style-type: none"> <li>Work Programme 2014-15</li> </ul>	<ul style="list-style-type: none"> <li>To consider proposals and agree work programme, including plan for future committee meetings</li> </ul>
	<ul style="list-style-type: none"> <li>Improving the Impact of Scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>To consider proposals for how scrutiny can improve its impact over the next 12 months.</li> </ul>
	<ul style="list-style-type: none"> <li>Protocol for Co-option</li> </ul>	<ul style="list-style-type: none"> <li>To agree a protocol for co-option to ensure a consistent approach across Panels and Working Groups.</li> </ul>
	<ul style="list-style-type: none"> <li>WAO Report: Good Scrutiny? Good Question!</li> </ul>	<ul style="list-style-type: none"> <li>The Auditor General for Wales' Improvement Study final report into scrutiny in Local Government - for information and awareness.</li> </ul>
7 Jul	<ul style="list-style-type: none"> <li>Cabinet Member Question Session – Cllr Mitch Theaker</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Opportunities for Children &amp; Young People, on relevant portfolio responsibilities and activities.</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Local Service Board Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Mike Day, Convener, to update on headlines from the Panel's work and achievements</li> </ul>

<b>4 Aug</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session – Cllr Mark Child</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Wellbeing, on relevant portfolio responsibilities and activities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Wellbeing Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Final Inquiry Reports: § Inward Investment</li> </ul>	<ul style="list-style-type: none"> <li>• To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision</li> </ul>
	<ul style="list-style-type: none"> <li>• Swansea Children’s Rights Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• To give views and make recommendations as necessary on draft Scheme</li> </ul>
	<ul style="list-style-type: none"> <li>• Scrutiny Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• To agree the annual report of the work of overview &amp; scrutiny for the municipal year 2013/14, as required by the constitution</li> </ul>
<b>1 Sep</b>	<ul style="list-style-type: none"> <li>• Progress Report – Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Mary Jones, Convener, attending to update on headlines from the Panel’s work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>• WAO Scrutiny Report: Good Scrutiny? Good Question!</li> </ul>	<ul style="list-style-type: none"> <li>• To hear from Wales Audit Office about the findings and recommendations of the audit report and implications</li> </ul>
<b>29 Sep</b>	<ul style="list-style-type: none"> <li>• Future Cabinet Member Question Sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Report setting out arrangements for a new programme for questioning of cabinet members following recent changes in the executive</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel’s work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Final Inquiry Reports: § Public Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision</li> </ul>
	<ul style="list-style-type: none"> <li>• Improving Communication and Public Engagement with Scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• The report will include a communications plan / checklist along with actions arising from proposed adoption of the national principles for public engagement (referenced in WAO Report – Good Scrutiny? Good Question!)</li> </ul>
	<ul style="list-style-type: none"> <li>• Annual Local Government Performance Bulletin 2013-14</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure awareness of content of the Local Government Data Unit ~ Wales report and use to support the scrutiny of service performance</li> </ul>
	<ul style="list-style-type: none"> <li>• Future Trends for Swansea</li> </ul>	<ul style="list-style-type: none"> <li>• Report with insight into current understanding of future trends likely to impact the planning and delivery of council services, to help embed long term thinking and preventative decision making into the scrutiny process</li> </ul>

<b>27 Oct</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• To agree schedule for future sessions</li> </ul>
	<ul style="list-style-type: none"> <li>• Final Inquiry Reports: § Streetscene</li> </ul>	<ul style="list-style-type: none"> <li>• To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Child &amp; Family Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel's work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Future Trends for Swansea</li> </ul>	<ul style="list-style-type: none"> <li>• Officers from Sustainable Development Unit attending to assist the committee in understanding / using the information and issues raised within the briefing paper on future trends and likely impact.</li> </ul>
<b>13 Nov</b>	<ul style="list-style-type: none"> <li>• Pre-decision Scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Proposed Lease of Underhill Park to Mumbles Community Association – Report of the Cabinet Member for Wellbeing &amp; Healthy City</li> </ul>
<b>24 Nov</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Leader / Cabinet Member for Finance &amp; Strategy on relevant portfolio responsibilities and activities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Mary Jones, Convener, attending to update on headlines from the Panel's work and achievements.</li> </ul>
<b>22 Dec</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session on relevant portfolio responsibilities and activities with: <ul style="list-style-type: none"> <li>- Deputy Leader / Cabinet Member for Services for Children &amp; Young People</li> <li>- Cabinet Member for Education</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel's work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Final Inquiry Reports: § Social Care at Home</li> </ul>	<ul style="list-style-type: none"> <li>• To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision</li> </ul>
<b>19 Jan</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session on relevant portfolio responsibilities and activities with: <ul style="list-style-type: none"> <li>- Cabinet Member for Services for Adults &amp; Vulnerable People</li> <li>- Cabinet Member for Wellbeing &amp; Health City</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Child &amp; Family Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel's work and achievements.</li> </ul>

<b>16 Feb</b>	<ul style="list-style-type: none"> <li>• Crime &amp; Disorder Scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Superintendent Phil Davies and Chris Sivers (Director) will attend to provide information and take questions on the performance of the Safer Swansea Partnership to enable committee to explore plans / objectives, achievements, impact, challenges etc</li> </ul>
	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session on relevant portfolio responsibilities and activities with Cabinet Member for Environment &amp; Transport</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Mary Jones, Convener, to update on headlines from the Panel’s work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Report Back - Scrutiny Development Session</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback to the committee following the Scrutiny Development Session: Making Scrutiny More Effective that was held on 29 January 2015.</li> </ul>
<b>16 Mar</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session on relevant portfolio responsibilities and activities with: <ul style="list-style-type: none"> <li>- Cabinet Member for Communities &amp; Housing</li> <li>- Cabinet Member for Anti Poverty</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Fiona Gordon, Convener, attending to update headlines from the Panel’s work and achievements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Scrutiny Events</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from: <ol style="list-style-type: none"> <li>a) Visit to National Assembly for Wales – Public Engagement (12 February)</li> <li>b) Western Bay Regional Scrutiny Seminar (23 February)</li> </ol> </li> </ul>
<b>13 Apr</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session on relevant portfolio responsibilities and activities with: <ul style="list-style-type: none"> <li>- Cabinet Member for Enterprise, Development &amp; Regeneration</li> <li>- Cabinet Member for Transformation &amp; Performance</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Local Service Board Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Convener attending to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Annual Work Plan Review</li> </ul>	<ul style="list-style-type: none"> <li>• To reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny</li> </ul>

#### 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 3a

ACTIVITY	May	June	July	August	September	October
<b>Scrutiny Programme Committee</b>	27*	9	7 8*	4	1 10*	29 27
<b>Inquiry Panels</b>			* special meetings			
<b>Current:</b>						
Inward Investment (started Sep 2013)	13 20	3	2		26	
Public Engagement (started Sep 2013)		2				21
Streetscene (started Oct 2013)		5 11	14			
Social Care at Home (started Jan 2014)	15	17	8 15	5 7	2	7 28
Education Inclusion (started Feb 2014)	work was suspended pending outcome of departmental review					23
<b>Follow Up:</b>						
Services for LAC (Cabinet 17/9/13)			15			
Public Transport (Cabinet 12/11/13)						20
Affordable Housing (Cabinet 3/12/13)						
Tourism (Cabinet 14/1/14)						
Economic Inactivity (Cabinet 3/6/14)				30		
Attainment & Wellbeing (Cabinet 1/7/14)						
Inward Investment (awaiting cabinet decision)						
	<b>Key for Inquiries:</b>					
	Scoping		Evidence Gathering		Final Report	Cabinet
						Follow Up
<b>Performance Panels</b>						
Wellbeing (ended Aug 2014)	12	2 16 30	14	11		
Child & Family Services					29	27
Service Improvement & Finance	14	11	16	20	17	15
Schools Performance		5	3	21	18	16
Local Service Board (multi-agency panel)	12			21	22	
<b>Working Groups</b>						
Planning Service		10				
Car Parking					22	
Corporate Building & Property Services						29
Transformation of Adult Social Services						13
Corporate Culture (pre-inquiry)						



# Scrutiny Work Programme 2014-15

# Appendix 3a

ACTIVITY	November	December	January	February	March	April			
<b>Scrutiny Programme Committee</b>	13*	24 26*	8*	22	19 28*	9* 16	16	2* 13	
<b>Inquiry Panels</b>									
<b>Current:</b>									
Corporate Culture (started Dec 2014)	12	15	12	28	11	25	8		
Streetscene (started Oct 2013)		16						14	
Social Care at Home (started Jan 2014)			20						
Education Inclusion (started Feb 2014)					16	27		21	
<b>Follow Up:</b>									
Services for LAC (Cabinet 17/9/13)									
Public Transport (Cabinet 12/11/13)								20	
Affordable Housing (Cabinet 3/12/13)		3 complete							
Tourism (Cabinet 14/1/14)	17	complete							
Economic Inactivity (Cabinet 3/6/14)									
Attainment & Wellbeing (Cabinet 1/7/14)								30	
Inward Investment (Cabinet 20/1/15)			20						
Public Engagement (Cabinet 17/2/15)					17				
	<b>Key for Inquiries:</b>								
	Scoping		Evidence Gathering		Final Report		Cabinet	Follow Up	
<b>Performance Panels</b>									
Child & Family Services		24	15	19	16	16	13		
Service Improvement & Finance	12	4	10	7	14	5	11	15	
Schools Performance	10	13	11	22	28	19		16	
Local Service Board (multi-agency panel)		17			26		23		
<b>Other Panels / Working Groups</b>									
Planning Service						19			
Car Parking	6	complete							
Local Flood Risk Management	13								
Transformation of Adult Social Services		8	17	5	9	2	2	17	30
Sustainability							9		
Schools Governance					18				

**Progress Report – Current Scrutiny Panels and Working Groups**

**1. Inquiry Panels:**

a) **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 Cabinet Member’s response is scheduled for Cabinet on 14 April.

b) **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 was presented to Cabinet on 20 January. A response to the recommendations is expected within 3 months.

c) **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 on 21 April will speak to Careers Wales West, Pathways and the Head of Key Stage 4 Transition to find out what support and work is completed with young people in EOTAS and at risk of becoming NEET prior to leaving school and at those at 16+.

Projected End Date: August 2015

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

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

Progress Bar:

Scoping				Evidence Gathering				Draft Final Report			

The Panel will at its meeting on the 8 April look at examples of good practice, the results of their Councillor Survey and will look at the findings from their inquiry so far.

Projected End Date: May 2015

## 2. Pre-Inquiry Working Groups:

### a) School Governance (convener: Fiona Gordon)

The initial meeting was held on the 8 February. The Cabinet Member for Education attended with the Manager of the School Governors' Unit. Members considered a service overview and looked at how the effectiveness of school governance can be improved.

The working group agreed that an in depth inquiry would be of value and will be providing this Committee with terms of reference to consider shortly. A letter has been sent to the Cabinet Member about this. This is a topic of interest to the Audit Committee so the Chair of that Committee will be invited to comment on any proposed work.

### b) Child & Adolescent Mental Health Services (convener: Hazel Morris)

The first working group meeting is being arranged.

## 3. Follow Up on Completed Inquiries:

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

Inquiry	Cabinet Decision	Recommendations			Follow Up Panel Meeting
		Agreed	Partly	Rejected	
Services for Looked After Children	17 Sep 2013	14	1	0	(1) 15 Jul 2014 (2) tba
Public Transport	12 Nov 2013	13	1	0	(1) 20 Oct 2014 (2) 20 Apr 2015
Affordable Housing	3 Dec 2013	7	2	4	3 Dec 2014 (Follow up complete)

Tourism	14 Jan 2014	14	0	0	17 Nov 2014 (Follow up complete)
Economic Inactivity	3 Jun 2014	7	0	0	tba
Attainment & Wellbeing	1 Jul 2014	11	0	0	30 April 2015
Inward investment	20 Jan 2015	10	0	2	tba
Public Engagement	17 Feb 2015	15	1	0	tba

#### 4. Performance Panels:

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

The Panel continues its work to assess the implementation of budget savings by meeting with Cabinet Members. They met with the Cabinet Member for Anti Poverty on 11 March and will meet with the Cabinet Member for Transformation and Performance on the 15 April. This meeting will also include the Panel's annual review for the year.

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

The Schools Performance Panel will next meet on the 16 April 2015 when they will discuss the Schools Funding Formula with particular reference to Special Educational Needs. The Panel at this meeting will also evaluate their year's work and start work planning for the next municipal year which will be partly based upon topic suggestions from Councillors and Headteachers across Swansea.

##### c) Local Service Board (convener: Cllr Mary Jones)

See separate report in item 6 of the agenda

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

The panel met on 16 March to discuss a progress report on the review and development of a Permanence Service within Child and Family Services.

Overall the panel is supportive of the development of the permanence service and three key service areas, particularly the leaving care service which prepares our looked after children for independence.

However, the Panel expressed its concern over the length of time it is taking to finalise the arrangements for full implementation of the development of the Permanence Service, particularly in respect of finalising the contract between the City & County of Swansea Council and a third sector provider of care leaver support.

The panel agreed that performance indicators for the leaving care service provider should be included in all future monthly performance

monitoring reports and that a report on the progress of the Permanence Implementation Plan is presented to the panel in 6 months time.

## **5. Other Panels / Working Groups:**

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

### **a) Transformation of Adult Social Services (convener: Bob Clay)**

The panel met on 30 March to discuss the cost information on internally provided residential, day and domiciliary care. The panel had asked for this information to be provided so that it could get a clear understanding of what the Council spends on these categories of care. The panel learned that this information is not yet available due to a number of issues including the validity of the data and an independent audit by APSE. APSE have been commissioned by the Authority to look at the Council's unit costs for these categories of care and it was agreed that once this work is complete the cost information will be reported to the panel. The APSE review will ensure that the data is valid and that there are high levels of confidence in the data to enable the Council to draw accurate comparisons between costs of the different categories of care.

The panel agreed to hold an additional meeting on 7<sup>th</sup> April to take evidence on Local Area Co-ordination and Network Hubs.

### **b) Planning Services (convener: Cllr David Cole)**

Following the Scrutiny Programme Committee's agreement that an additional meeting of this working group can take place for further scrutiny of performance in relation to planning enforcement, the group met on the 19<sup>th</sup> March. The Head of Economic & Strategic Development and the Development and the Conservation & Design Manager attended the meeting. A letter about enforcement, legal support, major developments, householder advice and building control has been sent to the Cabinet Member for Enterprise, Development and Regeneration. It includes a number of conclusions and proposals, and this represents the conclusion of this working group.

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

The Scrutiny Programme Committee has agreed that an additional meeting of this working group can take place to participate in the consultation process draft Flood Risk Management Plan for Swansea. The relevant officers have been contacted to arrange a suitable meeting date.

e) **Sustainability** (convener: Cllr Mary Jones)

A further meeting has been arranged for 14 May where members will receive some further information on the subject. Members want to get a feel for how sustainability work is actually impacting in communities and have asked for a case study around food sustainability. They will also look at future trends and what is being done to address the challenges that arising from these.

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

- **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.
- **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.
- **Civic Events** (convener / membership tbc) – this was identified at the committee meeting in December. The Working Group will consider the organisation, support for and management of civic events.
- **Welsh Housing Quality Standard** (convener / membership tbc) – this was identified at the committee meeting in December following a request from the Affordable Housing Scrutiny Inquiry Panel. The Working Group will consider the Council's progress towards achieving the Welsh Housing Quality Standard within its social housing stock



## Appendix 4

### Lead Scrutiny Councillor / Officer Contacts:

Activity	Lead Councillor	Lead Scrutiny Officer
<b>Scrutiny Programme Committee</b>	Mary Jones <a href="mailto:cllr.mary.jones@swansea.gov.uk">cllr.mary.jones@swansea.gov.uk</a>	Brij Madahar (01792 637257) <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<u>Inquiry Panels:</u>		
<b>Streetscene</b> How well does the Council maintain and keep clean the roads, footways and verges in Swansea, and what changes should it make?	John Bayliss <a href="mailto:cllr.john.bayliss@swansea.gov.uk">cllr.john.bayliss@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Social Care at Home</b> How can Swansea Council and its partners support people to enable them to remain in their own homes?	Uta Clay <a href="mailto:cllr.uta.clay@swansea.gov.uk">cllr.uta.clay@swansea.gov.uk</a>	Dave Mckenna (01792 636090) <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>
<b>Education Inclusion</b> How can the Council improve education for those children who are other than at school?	Cheryl Philpott <a href="mailto:cllr.cheryl.philpott@swansea.gov.uk">cllr.cheryl.philpott@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Corporate Culture</b> How can the City & County of Swansea ensure that service delivery is always supported by a can do culture?	Andrew Jones <a href="mailto:cllr.andrew.jones@swansea.gov.uk">cllr.andrew.jones@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<u>Inquiry Panels (follow up)</u>		
<b>Services for Looked After Children</b>	Ceinwen Thomas <a href="mailto:cllr.ceinwen.thomas@swansea.gov.uk">cllr.ceinwen.thomas@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>

<b>Public Transport</b>	John Newbury <a href="mailto:cllr.john.newbury@swansea.gov.uk">cllr.john.newbury@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Attainment &amp; Wellbeing</b>	Fiona Gordon <a href="mailto:cllr.fiona.gordon@swansea.gov.uk">cllr.fiona.gordon@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Economic Inactivity</b>	Chris Holley <a href="mailto:cllr.chris.holley@swansea.gov.uk">cllr.chris.holley@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Inward Investment</b>	Jeff Jones <a href="mailto:cllr.jeff.w.jones@swansea.gov.uk">cllr.jeff.w.jones@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Public Engagement</b>	Joe Hale <a href="mailto:cllr.joe.hale@swansea.gov.uk">cllr.joe.hale@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<u>Performance Panels:</u>		
<b>Child &amp; Family Services</b>	Paxton Hood-Williams <a href="mailto:cllr.paxton.hood-williams@swansea.gov.uk">cllr.paxton.hood-williams@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Service Improvement &amp; Finance</b>	Mary Jones <a href="mailto:cllr.mary.jones@swansea.gov.uk">cllr.mary.jones@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Schools</b>	Fiona Gordon <a href="mailto:cllr.fiona.gordon@swansea.gov.uk">cllr.fiona.gordon@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Local Service Board (multi-agency)</b>	Mary Jones <a href="mailto:cllr.mary.jones@swansea.gov.uk">cllr.mary.jones@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>

<b>Other Panels / Working Groups:</b>		
<b>Planning Services</b>	David Cole <a href="mailto:cldr.david.cole@swansea.gov.uk">cldr.david.cole@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Local Flood Risk Management</b>	Susan Jones <a href="mailto:cldr.susan.m.jones@swansea.gov.uk">cldr.susan.m.jones@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Car Parking</b>	Tony Colburn <a href="mailto:cldr.tony.colburn@swansea.gov.uk">cldr.tony.colburn@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Corporate Building &amp; Property Services</b>	Terry Hennegan <a href="mailto:cldr.terry.hennegan@swansea.gov.uk">cldr.terry.hennegan@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Transformation of Adult Social Services</b>	Bob Clay <a href="mailto:cldr.bob.clay@swansea.gov.uk">cldr.bob.clay@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Sustainability</b>	Mary Jones <a href="mailto:cldr.mary.jones@swansea.gov.uk">cldr.mary.jones@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>School Governance</b>	Fiona Gordon <a href="mailto:cldr.fiona.gordon@swansea.gov.uk">cldr.fiona.gordon@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Child &amp; Adolescent Mental Health Services</b>	Hazel Morris <a href="mailto:cldr.hazel.morris@swansea.gov.uk">cldr.hazel.morris@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>

## Appendix 5

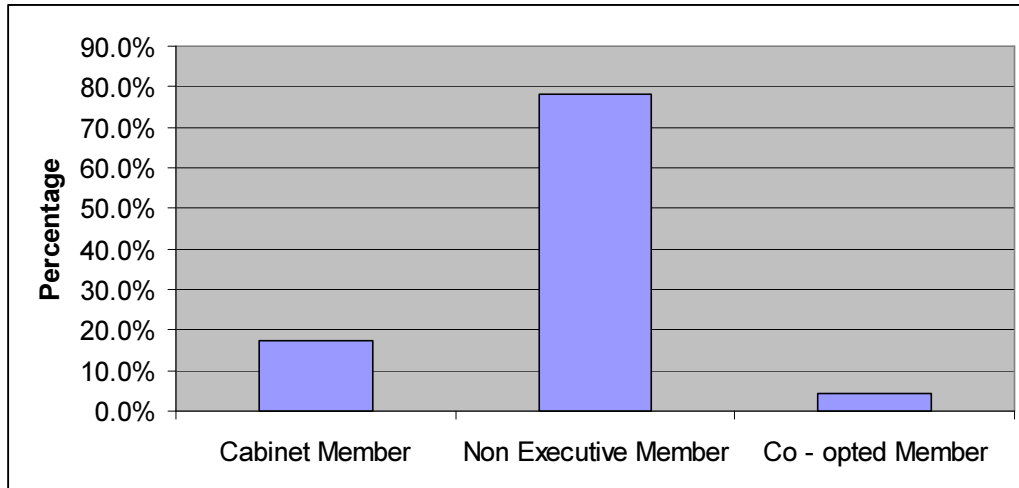
### Data for 13 April 2015 Scrutiny Programme Committee (8 May 2014 to 2 April 2015)

	No. of SPC Meetings	No. of Inquiries Completed	No. of Working Groups	No. of Panel / Working Group meetings	Number of backbench councillors actively involved in scrutiny	Average councillor attendance at scrutiny meetings	How many reports presented to Cabinet	Recommendations accepted or partly accepted by Cabinet	No. of scrutiny letters sent	No. of blog posts / press releases
2014/15 (to 2 April)	19 82% attendance	4	5	82	77%	72%	4	93%	66 (20 response n/a)	74 blogs 3 Press Releases
2013/14 Page 88	14  77% attendance  Further special meetings for review of Gypsy Traveller process expected	2  further 5 in progress, completion on 3 of these due May / June	6	86	83%	60%	6	93%	40	62 blogs  8 press releases
2012/13	7 (78% attendance) (from Nov 2012)	4	4	65	89%	69%	3	100%	13	38 blogs  7 press releases

**Appendix 6a - Annual Stakeholder Survey 2015**  
**Councillors**

All councillors and co-opted members received a copy of the annual stakeholder survey. 23 completed the survey. The results were analysed and the results were as follows.

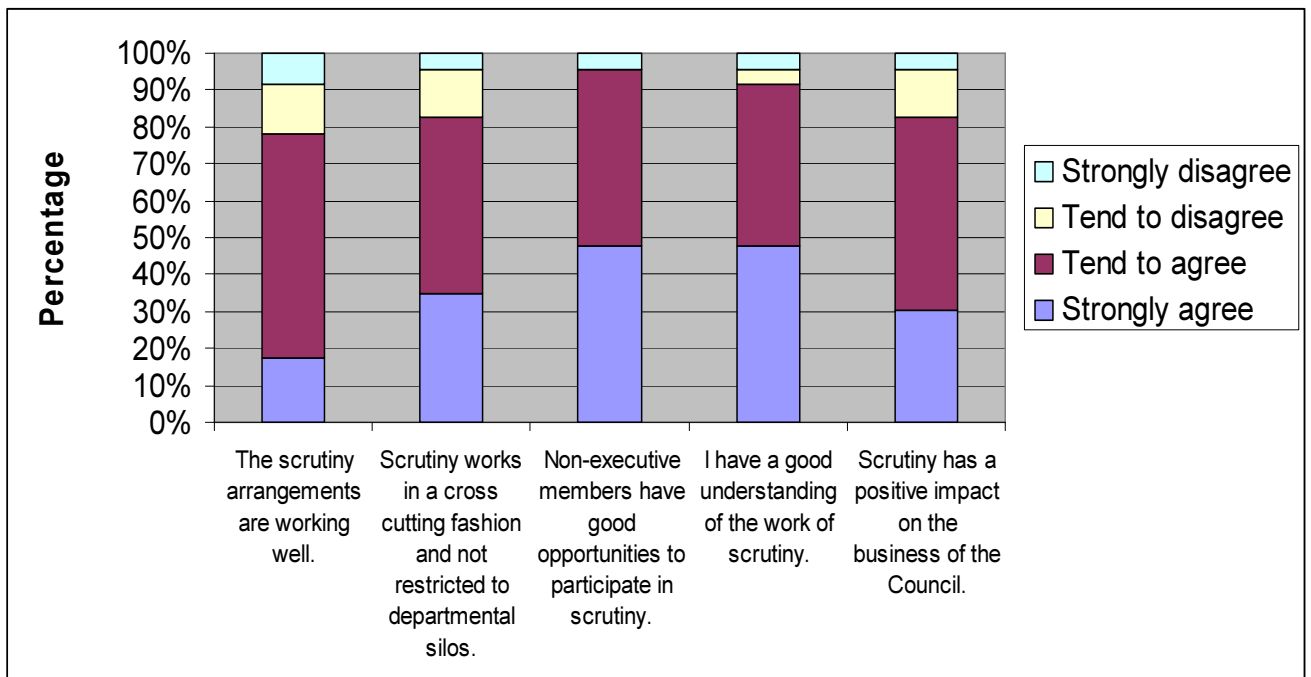
**1. Are you a:**



**Scrutiny Arrangements**

The scrutiny function is delivered through the work of the Scrutiny Programme Committee together with a number of topic-based Scrutiny Inquiry and Performance Panels, and Working Groups.

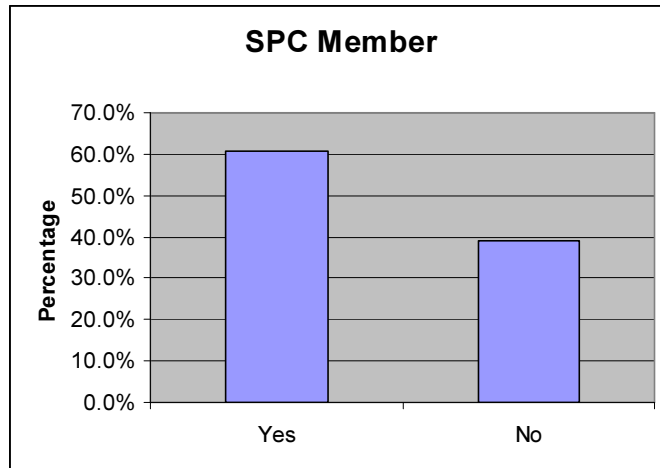
**2. How far do you agree or disagree with the following statements:**



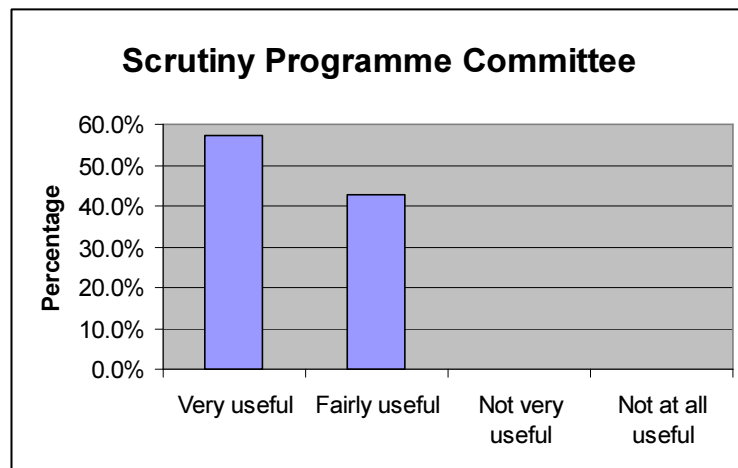
## Methods of Working

i) 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. It also holds formal questioning sessions with Cabinet Members and its work may cover a broad range of policy and service issues.

3. Have you been a member of the Scrutiny Programme Committee?

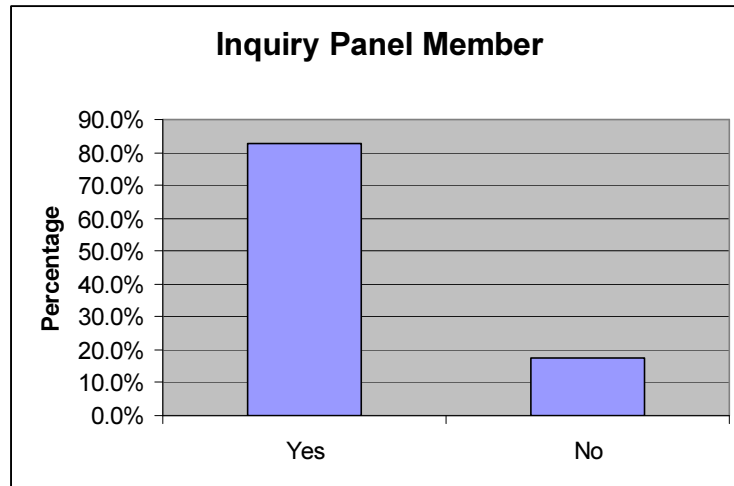


4. If yes, how useful has the work of the committee been?

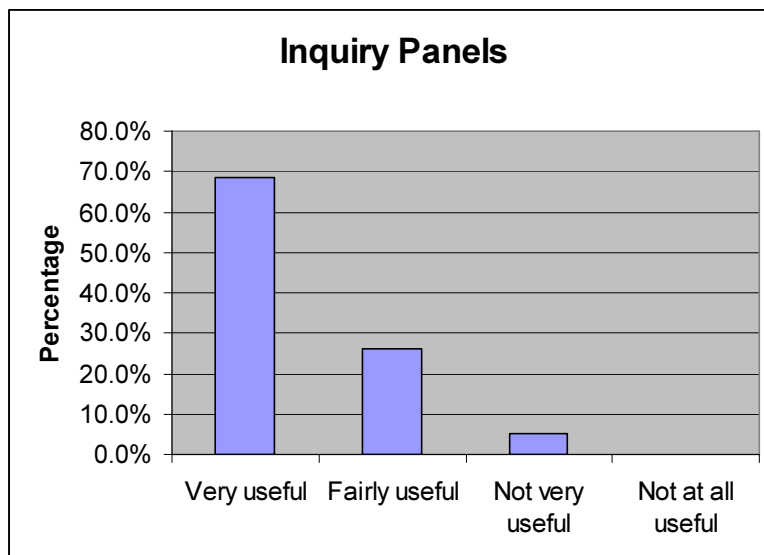


ii) Inquiry Panels undertake in-depth inquiries into specific and significant areas of concern. These are expected to take up to six months and will result in a final report being published with conclusions and recommendations, informed by the evidence gathered, that is presented to cabinet for decision.

5. Have you been a member of an Inquiry Panel?

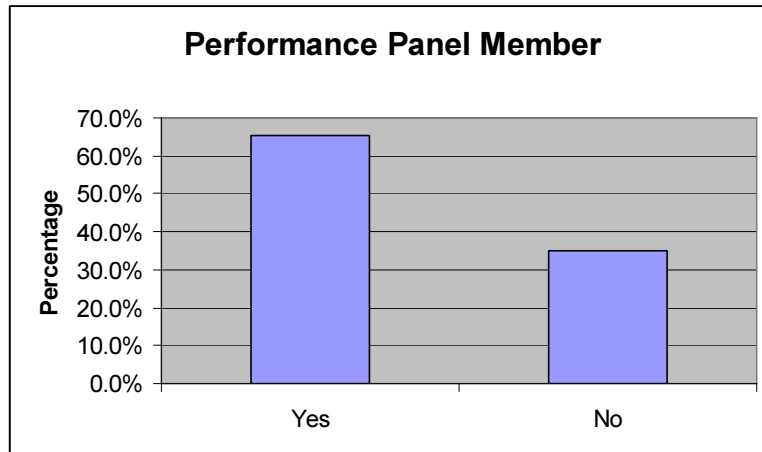


6. If yes, how useful have you found this way of working?

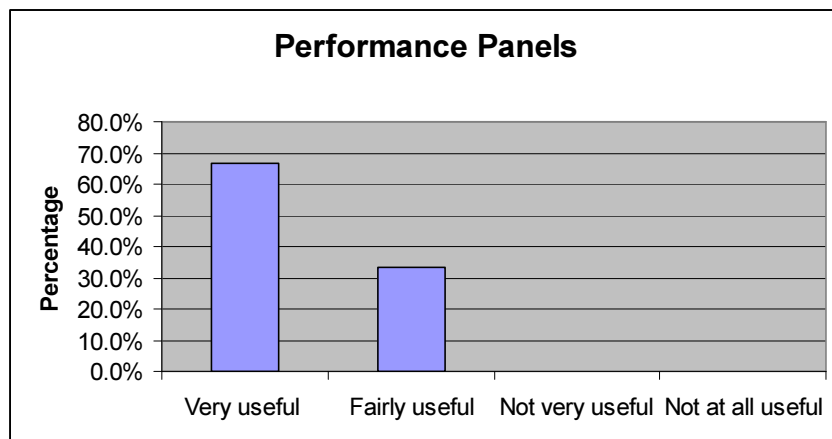


iii) Performance Panels provide in-depth monitoring and challenge for clearly defined service areas. Performance panels are expected to have ongoing correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services.

7. Have you been a member of a Performance Panel?



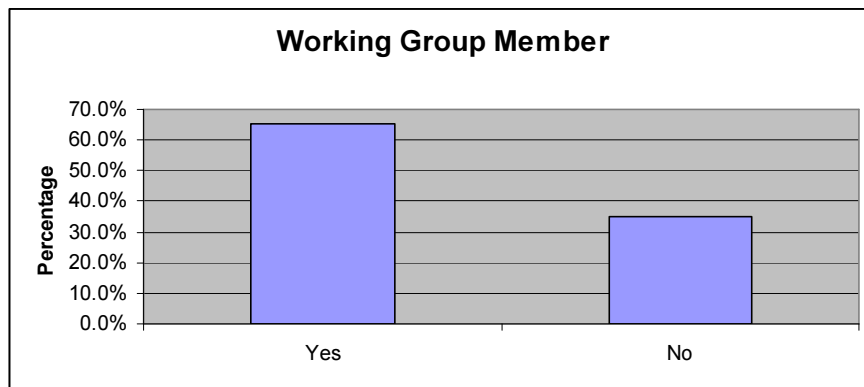
8. If yes, how useful have you found this way of working?



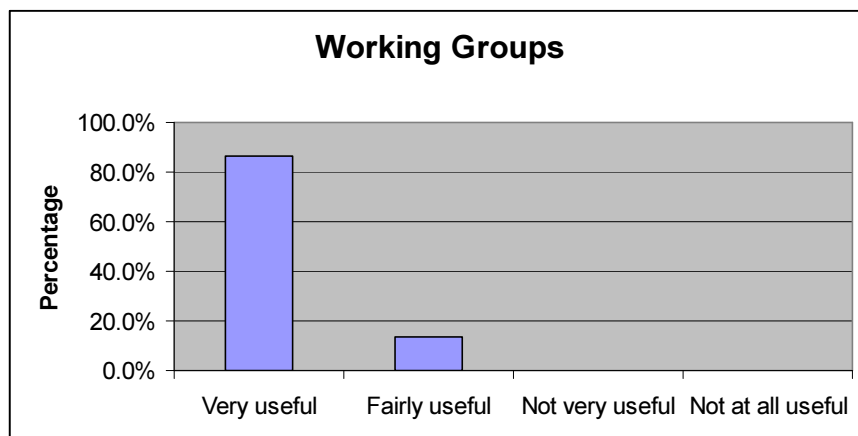


iv) Scrutiny Working Groups provide opportunity for one-off meetings for 'light touch' scrutiny of a topic of interest, resulting in a letter to relevant cabinet member(s) with views and recommendations.

9. Have you been a member of a Scrutiny Working Group?

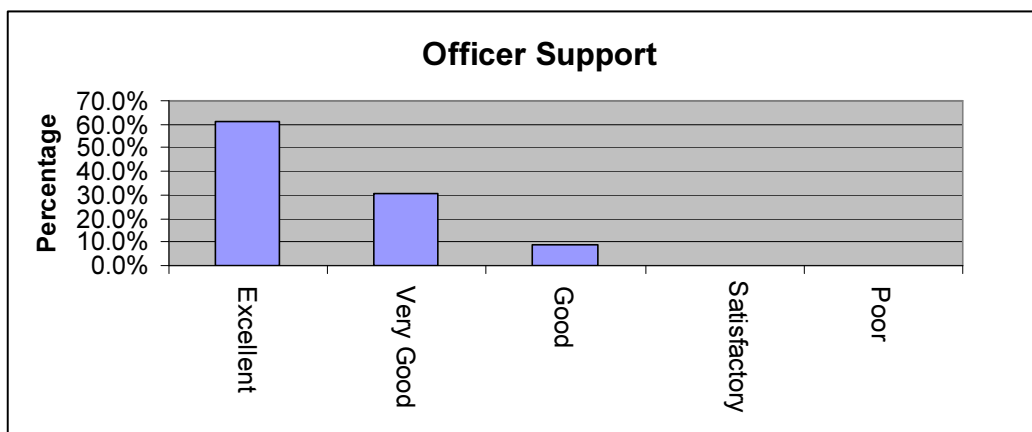


10. If yes, how useful have you found this way of working?



### Officer Support

11. How would you rate the level of support you receive from the scrutiny team? Please tick ONE box



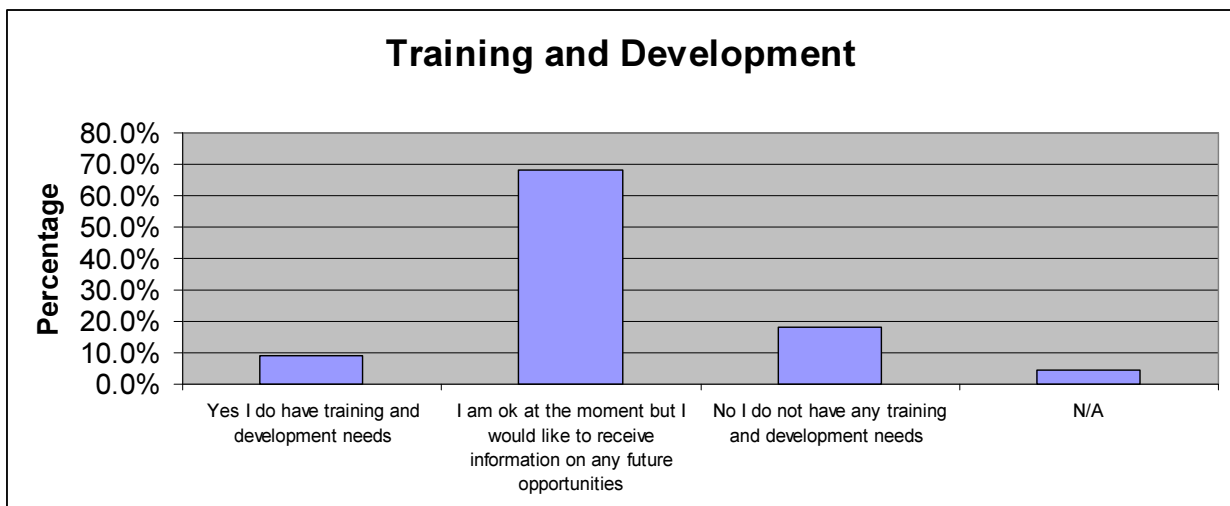
## 12. How could the scrutiny support be improved?

The comments received were analysed and the following themes emerged:

- The Scrutiny Officers are very helpful. If anything they tend to provide too much information rather than allow the Members to think for themselves.
- Maybe if some of the recommendations were actually implemented!
- Sometimes it seems the questions I am asked are not in the areas I was advised they would be, and they can be in areas I didn't think were being scrutinised or were not in my portfolio. A better understanding of what the focus was would benefit all.
- They are excellent now
- An office which members could go to and then find out what is currently going on.
- Need up to date and accurate information from council. Furthermore the information should be concise and in a form that all members can read easily.
- The ruling political group should listen more to opposition members.
- Sharing of ideas/proposals if areas could be crossed matched on service areas
- Try to encourage all non executive members to participate. Days and times of all panels should be sent to members.
- Knowledge across all groups. Training is paramount. Compare other councils, educate how we are performing. I have said this before scrutiny staff have always been very good. Nothing is too much for them. Very helpful.
- I still feel that there are topics that are being duplicated e.g. within school performance.
- List of acronyms

## Training & Development

13. Do you have any training and development needs that you feel would assist you in your role as a Scrutiny Committee/Panel member?



14. If you do have any training and development needs? Please give further detail below.

The following comments were received:

- Budget

### **Suggestions for the Scrutiny Work Programme**

All councillors are encouraged to contribute ideas about future topics for scrutiny. If there is an issue of concern where scrutiny could make a difference please let us know. A Scrutiny Work Planning Conference will take place in May and your ideas will be considered and prioritised to ensure the future scrutiny work programme is effective and focussed on the right things.

15. Do you have any suggestions of topics for in-depth inquiries? If so, please indicate why?

The following comments were received:

- Pre decision scrutiny on the Tidal Lagoon
- Anti-smoking policies in Swansea
- Healthy Urban planning, how the LDP and planning in general was set up for the major Developments in the city centre and around the north of Swansea.
- What the influence of a councillor is on the policies and aims of Western Bay is? Are our Old People's homes fit for the future? How do we encourage a more commercial approach within the council, exploring potential for earnings.
- Transportation and the way that we look at procurement of vehicles.
- Procurement
- Human Trafficking
- The Schools budget, school transport and building use.
- The rise in self harming in Swansea
- Educating at home
- Housing prospects
- Renewable energy - it is being promoted by people e.g. arts graduate who have no comprehension of science or energy needs.
- Joining up of information in regards to council own buildings in regards to procurement work/costs for the clients.
- Empty houses through our city. Presentation would be worthwhile. WHQ standards.
- The process for supporting the transfer of services and facilities to community/3rd sector/other providers. There does not seem to be a clear and consistent procedure, guidance or strategy

16. Do you have any suggestions of areas for in-depth performance / financial monitoring? If so, please indicate why?

The following comments were received:

- I know we have had a Parks Scrutiny Committee but would it be opportune to follow this up now that the swingeing cuts are biting? Also the work that's been done on Underhill Park would also be good consider replication of.
- Buildings maintenance e.g. schools/ community centres etc.
- Refuse collections
- School Performance
- Social Services
- School budget - The fact that they have a very large budget and members do not understand them.
- Transport
- Adult services (social work). Understanding what their services cost - appear to have a pre-disposition to outsourcing rather than gain in-depth understanding if what is needed to adjust to changes in society.
- Corporate building services/property
- Education and the affect on schools with the 5% reduction.

17. Do you have any suggestions of topics for one-off Working Groups? If so, please indicate why?

The following comments were received:

- Traffic management.
- Renewable energy
- Building services
- Target Areas policy. There seems to have been little if any progress (and certainly no reporting) on this core policy approach for some 9 months.
- Children educated at home

## **General**

18. How would you describe scrutiny?

The following comments were received:

- A good learning experience for a comparatively new Councillor like me. A good opportunity to experience other points of view.
- Questionable
- Sometimes very good, sometimes not focussed, the chairing is vital.
- Good work being carried out lots of positive evidence coming through.
- Ok
- Developing
- Very good (3)
- Very positive with wide ranging topics across the authority, subject to scrutiny.
- Not yet fully developed
- Developing but needs to have a clearer focus on outcomes and impact.
- It is informative and interesting - Team working works well.
- Fragmented - some panels do excellent work but there is no inclusive central body its outcomes get reported to. The Scrutiny Programme Committee is too

small, not enough councillors are involved. The volume we have to read, doubt most councillors read the reports from scrutiny panels.

- As good as anywhere else
- Well presented by scrutiny team in ways of reports/findings
- Trying hard and with good support. Executive members need to really understand the role of scrutiny.
- Okay lets try harder
- Definitely the right direction of travel but needs to be more clearly aligned to council policy and priorities. the choice of areas can seem a bit random.
- Works well but not that well publicised.

19. In your opinion, what is good about scrutiny?

The following comments were received:

- Involvement of all councillors, building knowledge, can be very responsive to issues, properly challenge Officers and Cabinet Members.
- Reports/agenda's are always detailed.
- A way of getting things addressed
- Chance to glean information
- Open and transparent
- Opportunity to question Cabinet and officers
- It acts as a critical friend with robust challenge and positive feedback. This may result in an improvement in service delivery.
- Support from officers (2)
- Gives a chance to stop and look at areas of concern
- Opportunity to speak on how policies affect the people we represent. Share ideas with other members from other groups.
- Opportunity to challenge the executive and question senior officers.
- It could be good/better if ruling groups listened more to opposition and acted on it.
- Having in-depth advice on areas which panels are looking into.
- Varied topics
- The information that comes from meetings. Its an education for me and some other newish councillors
- Ability to be cross cutting and to look in depth.
- The ability to bring matters of concern into the public domain.
- Quality of members of the panel.

20. In your opinion, what could be better?

The following comments were received:

- More measurable outcomes.
- Length of time taken to carry out a review - could be much swifter.
- The treatment of Officers can be dis-courteous,
- Cabinet and Officers should give positive replies and be transparent
- Committee should be more robust in challenging Cabinet
- Time should be set aside for public questions
- Could we question end users of services
- Better information across members
- It would be better to have at least one other standing committee with a chair to share the workload
- Attendance is quite poor. Must be improved.
- Co-opting is discouraged - it rarely happens. There should be emphasis on complimenting the knowledge of councillors by expertise from non elected citizens.
- Take politics out of it
- Needs clearer basis for determining the forward plan for the work programme which depends less on the interests (or issues) of individual councillors and more on alignment with council policy.
- I think that the process is improving.

21. Do you have any other suggestions for improvement?

The following comments were received:

- Don't agree with latest from Welsh Government about co-opted members getting voting rights on Scrutiny.
- Max time set for investigations of 6 months.
- More pre-decision, take a regular look at forward look.
- More inclusive service users (public)
- Statistics and charts are sometimes difficult to understand. Relevant information should be written in bold.
- Choice of topics to scrutinise by coloured stickers is fundamentally flawed. Multi application to one topic screws preferences. Only topic eight colours and max 2 per topic makes sense.
- Councillors up their game - read reports and we must all follow up on reports recommendations etc.

**Appendix 6b - Annual Stakeholder Survey 2015**  
**Councillors**

All councillors and co-opted members received a copy of the annual stakeholder survey. 23 completed the survey. The results were analysed and the results were as follows.

**1. Are you a:**

Councillor – Cabinet Member - 17.4% (4)

Councillor – Non Executive Member - 78.3% (18)

Co-opted Members – 4.3% (1)

**Scrutiny Arrangements**

The scrutiny function is delivered through the work of the Scrutiny Programme Committee together with a number of topic-based Scrutiny Inquiry and Performance Panels, and Working Groups.

**2. How far do you agree or disagree with the following statements:**

	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree
a. The scrutiny arrangements are working well.	17.4% (4)	60.9% (14)	13.0% (3)	8.7% (2)
b. Scrutiny works in a cross cutting fashion and not restricted to departmental silos.	34.8% (8)	47.8% (11)	13.0% (3)	4.3% (1)
c. Non-executive members have good opportunities to participate in scrutiny.	47.8% (11)	47.8% (11)	0% (0)	4.3% (1)
d. I have a good understanding of the work of scrutiny.	47.8% (11)	43.5% (10)	4.3% (1)	4.3% (1)
e. Scrutiny has a positive impact on the business of the Council.	30.4% (7)	52.2% (12)	13.0% (3)	4.3% (1)

**Methods of Working**

i) 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. It also holds formal questioning sessions with Cabinet Members and its work may cover a broad range of policy and service issues.

**3 Have you been a member of the Scrutiny Programme Committee?**

Yes – 60.9% (14)

No - 39.1% (9)

4. If yes, how useful has the work of the committee been?

Very useful – 57.1% (8)  
Fairly useful – 42.9% (6)  
Not very useful – 0  
Not at all useful - 0

ii) Inquiry Panels undertake in-depth inquiries into specific and significant areas of concern. These are expected to take up to six months and will result in a final report being published with conclusions and recommendations, informed by the evidence gathered, that is presented to cabinet for decision.

5. Have you been a member of an Inquiry Panel?

Yes – 82.6% (19)  
No – 17.4% (4)

6. If yes, how useful have you found this way of working?

Very useful – 68.4% (13)  
Fairly useful – 26.3% (5)  
Not very useful – 5.3% (1)  
Not at all useful - 0

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

7. Have you been a member of a Performance Panel?

Yes – 65.2% (15)  
No – 34.8% (8)

8. If yes, how useful have you found this way of working?

Very useful - 66.7% (10)  
Fairly useful - 33.3% (5)  
Not very useful - 0  
Not at all useful - 0

iv) Scrutiny Working Groups provide opportunity for one-off meetings for 'light touch' scrutiny of a topic of interest, resulting in a letter to relevant cabinet member(s) with views and recommendations.

9. Have you been a member of a Scrutiny Working Group?

Yes - 65.2% (15)  
No - 34.8% (8)



10. If yes, how useful have you found this way of working?

Very useful – 86.7% (13)

Fairly useful – 13.3% (2)

Not very useful – 0

Not at all useful – 0

### **Officer Support**

11. How would you rate the level of support you receive from the scrutiny team? Please tick ONE box

Excellent - 60.9% (14)

Very good – 30.4% (7)

Good – 8.7% (2)

Satisfactory – 0

Poor - 0

12. How could the scrutiny support be improved?

The comments received were analysed and the following themes emerged:

- The Scrutiny Officers are very helpful. If anything they tend to provide too much information rather than allow the Members to think for themselves.
- Maybe if some of the recommendations were actually implemented!
- Sometimes it seems the questions I am asked are not in the areas I was advised they would be, and they can be in areas I didn't think were being scrutinised or were not in my portfolio. A better understanding of what the focus was would benefit all.
- They are excellent now
- An office which members could go to and then find out what is currently going on.
- Need up to date and accurate information from council. Furthermore the information should be concise and in a form that all members can read easily.
- The ruling political group should listen more to opposition members.
- Sharing of ideas/proposals if areas could be crossed matched on service areas
- Try to encourage all non executive members to participate. Days and times of all panels should be sent to members.
- Knowledge across all groups. Training is paramount. Compare other councils, educate how we are performing. I have said this before scrutiny staff have always been very good. Nothing is too much for them. Very helpful.
- I still feel that there are topics that are being duplicated e.g. within school performance.
- List of acronyms

## Training & Development

13. Do you have any training and development needs that you feel would assist you in your role as a Scrutiny Committee/Panel member? Please tick ONE box

- Yes I do have training and development needs - 9.1% (2)  
I am ok at the moment but I would like to receive information on any future opportunities - 68.2% (15)  
No I do not have any training and development needs - 18.2% (4)  
N/A - 4.5% (1)

14. If you do have any training and development needs? Please give further detail below.

The following comment was received:

- Budgets

## Suggestions for the Scrutiny Work Programme

All councillors are encouraged to contribute ideas about future topics for scrutiny. If there is an issue of concern where scrutiny could make a difference please let us know. A Scrutiny Work Planning Conference will take place in May and your ideas will be considered and prioritised to ensure the future scrutiny work programme is effective and focussed on the right things.

15. Do you have any suggestions of topics for in-depth inquiries? If so, please indicate why?

The following comments were received:

- Pre decision scrutiny on the Tidal Lagoon
- Anti-smoking policies in Swansea
- Healthy Urban planning, how the LDP and planning in general was set up for the major Developments in the city centre and around the north of Swansea.
- What the influence of a councillor is on the policies and aims of Western Bay is? Are our Old People's homes fit for the future? How do we encourage a more commercial approach within the council, exploring potential for earnings.
- Transportation and the way that we look at procurement of vehicles.
- Procurement
- Human Trafficking
- The Schools budget, school transport and building use.
- The rise in self harming in Swansea
- Educating at home
- Housing prospects
- Renewable energy - it is being promoted by people e.g. arts graduate who have no comprehension of science or energy needs.

- Joining up of information in regards to council own buildings in regards to procurement work/costs for the clients.
- Empty houses through our city. Presentation would be worthwhile. WHQ standards.
- The process for supporting the transfer of services and facilities to community/3rd sector/other providers. There does not seem to be a clear and consistent procedure, guidance or strategy

16. Do you have any suggestions of areas for in-depth performance / financial monitoring? If so, please indicate why?

The following comments were received:

- I know we have had a Parks Scrutiny Committee but would it be opportune to follow this up now that the swingeing cuts are biting? Also the work that's been done on Underhill Park would also be good consider replication of.
- Buildings maintenance e.g. schools/ community centres etc.
- Refuse collections
- School Performance
- Social Services
- School budget - The fact that they have a very large budget and members do not understand them.
- Transport
- Adult services (social work). Understanding what their services cost - appear to have a pre-disposition to outsourcing rather than gain in-depth understanding if what is needed to adjust to changes in society.
- Corporate building services/property
- Education and the affect on schools with the 5% reduction.

17. Do you have any suggestions of topics for one-off Working Groups? If so, please indicate why?

The following comments were received:

- Traffic management.
- Renewable energy
- Building services
- Target Areas policy. There seems to have been little if any progress (and certainly no reporting) on this core policy approach for some 9 months.
- Children educated at home

## **General**

18. How would you describe scrutiny?

The following comments were received:

- A good learning experience for a comparatively new Councillor like me. A good opportunity to experience other points of view.
- Questionable
- Sometimes very good, sometimes not focussed, the chairing is vital.
- Good work being carried out lots of positive evidence coming through.
- Ok

- Developing
- Very good (3)
- Very positive with wide ranging topics across the authority, subject to scrutiny.
- Not yet fully developed
- Developing but needs to have a clearer focus on outcomes and impact.
- It is informative and interesting - Team working works well.
- Fragmented - some panels do excellent work but there is no inclusive central body its outcomes get reported to. The Scrutiny Programme Committee is too small, not enough councillors are involved. The volume we have to read, doubt most councillors read the reports from scrutiny panels.
- As good as anywhere else
- Well presented by scrutiny team in ways of reports/findings
- Trying hard and with good support. Executive members need to really understand the role of scrutiny.
- Okay lets try harder
- Definitely the right direction of travel but needs to be more clearly aligned to council policy and priorities. the choice of areas can seem a bit random.
- Works well but not that well publicised.

19. In your opinion, what is good about scrutiny?

The following comments were received:

- Involvement of all councillors, building knowledge, can be very responsive to issues, properly challenge Officers and Cabinet Members.
- Reports/agenda's are always detailed.
- A way of getting things addressed
- Chance to glean information
- Open and transparent
- Opportunity to question Cabinet and officers
- It acts as a critical friend with robust challenge and positive feedback. This may result in an improvement in service delivery.
- Support from officers (2)
- Gives a chance to stop and look at areas of concern
- Opportunity to speak on how policies affect the people we represent. Share ideas with other members from other groups.
- Opportunity to challenge the executive and question senior officers.
- It could be good/better if ruling groups listened more to opposition and acted on it.
- Having in-depth advice on areas which panels are looking into.
- Varied topics
- The information that comes from meetings. Its an education for me and some other newish councillors
- Ability to be cross cutting and to look in depth.
- The ability to bring matters of concern into the public domain.
- Quality of members of the panel.

20. In your opinion, what could be better?

The following comments were received:

- More measurable outcomes.
- Length of time taken to carry out a review - could be much swifter.
- The treatment of Officers can be dis-courteous,
- Cabinet and Officers should give positive replies and be transparent
- Committee should be more robust in challenging Cabinet
- Time should be set aside for public questions
- Could we question end users of services
- Better information across members
- It would be better to have at least one other standing committee with a chair to share the workload
- Attendance is quite poor. Must be improved.
- Co-opting is discouraged - it rarely happens. There should be emphasis on complimenting the knowledge of councillors by expertise from non elected citizens.
- Take politics out of it
- Needs clearer basis for determining the forward plan for the work programme which depends less on the interests (or issues) of individual councillors and more on alignment with council policy.
- I think that the process is improving.

21. Do you have any other suggestions for improvement?

The following comments were received:

- Don't agree with latest from Welsh Government about co-opted members getting voting rights on Scrutiny.
- Max time set for investigations of 6 months.
- More pre-decision, take a regular look at forward look.
- More inclusive service users (public)
- Statistics and charts are sometimes difficult to understand. Relevant information should be written in bold.
- Choice of topics to scrutinise by coloured stickers is fundamentally flawed. Multi application to one topic screws preferences. Only topic eight colours and max 2 per topic makes sense.
- Councillors up their game - read reports and we must all follow up on reports recommendations etc.

**APPENDIX 7 - FORWARD PLAN**  
**Internal Plan 2014 - 2015**

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>Commercialism in the Council</b>	To adopt a strategy and outline actions plan for commercialism across the Council.	Dean Taylor	Cabinet Member - Transformation and Performance	Cabinet	12 May 2015
<b>Disposal of Land at Ty Coch Farm - Land at Cefngyfelach.</b>	The Council own freehold land at "Ty Coch Farm" between Tirdeunaw and Llangyfelach. AKA Cefngyfelach. The land lies within an area identified as a preferred housing development site within the draft LDP and Cabinet will be asked to consider appropriate measures for disposal.	Geoff Bacon	Cabinet Member - Finance and Strategy (Leader)	Cabinet	12 May 2015
<b>Flying Start - Additional Capital Funding (for previously approved areas).</b>	To outline and agree the capital proposal, agreed by Welsh Government in the Additional Funding Application, in respect of the Flying Start Programme 2015/16 and to award contract.	Brian Roles	Cabinet Member - Education  Cabinet Member - Services for Children and Young People (Deputy Leader)	Cabinet	12 May 2015

Page 106

<b>Details of the Decision to be taken</b>	<b>Report Summary</b>	<b>Report Author</b>	<b>Portfolio</b>	<b>Decision to be taken by</b>	<b>Date of Expected Decision</b>
<b>Home to School Transport Policy - Public Consultation on a New Proposed Policy.</b>	Seeking approval to commence statutory consultation with interested parties on a new Home to School Transport Policy. The proposal is to change the provision for Post-16 Students.	Chris Sivers	Cabinet Member - Education	Cabinet	12 May 2015
<b>Report on the Environment Centre, Pier Street</b>	To provide Cabinet with lease options available and to seek the views of Cabinet regarding how the Council should proceed in this matter.	Geoff Bacon	Cabinet Member - Finance and Strategy (Leader)	Cabinet	12 May 2015
<b>The Mansion House</b>	To provide Cabinet with options for the Mansion House.	Geoff Bacon	Cabinet Member - Finance and Strategy (Leader)	Cabinet	12 May 2015

<b>Details of the Decision to be taken</b>	<b>Report Summary</b>	<b>Report Author</b>	<b>Portfolio</b>	<b>Decision to be taken by</b>	<b>Date of Expected Decision</b>
<b>Local Transport Plan 2015/16 - FPR7 Report.</b>	The Council has been awarded grant funding from the Local Transport Fund for 2015/16. This report outlines the schemes to which funding has been allocated and consent is sought to add this to the Council's Capital Programme.	Ben George	Cabinet Member - Environment and Transportation	Cabinet	12 May 2015



## Report of the Chair

Scrutiny Programme Committee – 13 April 2015

### MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS

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

#### 1. Introduction

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

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

- 2.1 Transformation of Adult Social Services Panel

ADD Councillor June Stanton

This would revise the membership of the Panel to 12 as:

##### Labour Councillors: 7

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

**Liberal Democrat Councillors: 3**

Chris Holley	June Stanton
Jeff Jones	

**Independent Councillor: 1**

Susan Jones	
-------------	--

**Conservative Councillor: 1**

Paxton Hood-Williams	
----------------------	--

- 2.2 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: 31 March 2015

Legal Officer: Wendy Parkin

Finance Officer: Paul Cridland

## Report of the Chair

Scrutiny Programme Committee – 13 April 2015

### SCRUTINY LETTERS

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

#### 1. Introduction

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

- 1.4 As the current municipal year progresses this report will contain a log of scrutiny letters produced to enable the committee to maintain an overview of this activity over the year – see **Appendix 1**. It also provides for discussion a copy of full correspondence of recent letters where cabinet member responses were awaited and have now been received or where a scrutiny letter did not require a response:

	Activity	Meeting Date	Correspondence
a.	Child & Family Services Performance Panel	15 Dec	Letter to / from Cabinet Member for Services for Children & Young People
b.	Committee	19 Jan	Letter to / from Cabinet Member for Services for Adults & Vulnerable People
c.	Local Service Board Performance Panel	26 Jan	Letter to Leader (Chair of LSB)
d.	Committee	16 Feb	Letter to / from Cabinet Member for Services for Children & Young People
e.	School Governance Pre-Inquiry Working Group	18 Feb	Letter to Cabinet Member for Education
f.	Transformation of Adult Social Services	2 Mar	Letter to Cabinet Member for Services for Adults & Vulnerable People
g.	Local Service Board Performance Panel	23 Mar	Letter to Leader (Chair of LSB)

- 1.5 Where requested Cabinet Members are 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

2 April 2015

Legal Officer: Wendy Parkin

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"> <li>• Telecare &amp; Community Alarm Service</li> </ul>	Wellbeing	13 May	Not required	9 Jun
14/15-2	Committee (14 Apr)	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	Anti-Poverty	11 Jun	3 Jul	4 Aug
14/15-3	Wellbeing Performance Panel (2 Jun)	<ul style="list-style-type: none"> <li>• Child &amp; Family Services Performance Monitoring</li> <li>• Factors that influence which schools looked after children are placed in</li> </ul>	Wellbeing	17 Jun	14 Jul	4 Aug
14/15-4	Wellbeing Performance Panel (16 Jun)	<ul style="list-style-type: none"> <li>• Telecare</li> <li>• Transforming Adult Social Services</li> <li>• Adult Services quarterly monitoring</li> </ul>	Wellbeing	28 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"> <li>Further letter following Cabinet Member for Place response re: Public Transport, Blue Badge Scheme and Waste Management.</li> </ul>	Place Finance & Resources Place	2 Jul	28 Jul 31 Jul 5 Aug	4 Aug 1 Sep 1 Sep
14/15-6	Planning Services Working Group (10 Jun)	<ul style="list-style-type: none"> <li>Performance levels</li> <li>Planning conditions</li> <li>Communications issues</li> <li>Planning and building control</li> <li>Training issues</li> <li>Pre-committee meetings</li> <li>Statutory consultees</li> <li>Future meetings</li> </ul>	Place (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"> <li>Saving targets/staffing issues</li> <li>Council tax</li> <li>ICT contract</li> <li>Budget scrutiny</li> <li>HRA changes</li> </ul>	Finance & Resources	2 Jul	18 Jul	4 Aug
14/15-8	Wellbeing Performance Panel (30 Jun)	<ul style="list-style-type: none"> <li>Unallocated cases in Child &amp; Family Services</li> </ul>	Wellbeing (referred to Child & Family Services Panel)	8 Jul	Not required	N/A
14/15-9	Wellbeing Performance Panel (14 Jul)	<ul style="list-style-type: none"> <li>Letter to Chair of Scrutiny on operation of the Panel</li> </ul>	N/A	17 Jul	11 Aug	1 Sep

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-10	Schools Performance Panel (3 Jul)	<ul style="list-style-type: none"> <li>Tackling poor performing teachers and recruitment of senior staff in schools</li> </ul>	Learning and Skills	21 Jul	Not required	4 Aug
14/15-11	Service Improvement & Finance Performance Panel (16 Jul)	<ul style="list-style-type: none"> <li>Corporate Improvement Plan</li> </ul>	Finance & Resources	6 Aug	23 Sept	27 Oct
14/15-12	Service Improvement & Finance Performance Panel (16 Jul)	Questions relating to Corporate Improvement Plan: <ul style="list-style-type: none"> <li>Affordable Housing</li> <li>Welfare rights training for staff</li> <li>Sustaining Council tenancies</li> </ul>	Wellbeing Place	6 Aug	3 Sep	29 Sep
14/15-13	Wellbeing Performance Panel (11 Aug)	<ul style="list-style-type: none"> <li>Monitoring disability services for adults</li> </ul>	Wellbeing	28 Aug	2 Sep	29 Sep
14/15-14	Schools Performance Panel (21 Aug)	<ul style="list-style-type: none"> <li>Elective Home Education</li> </ul>	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"> <li>Cabinet Member Question Session</li> <li>Draft Children &amp; Young People's Rights Scheme</li> </ul>	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"> <li>• Cabinet Member Question Session</li> </ul>	Wellbeing	10 Sep	17 Nov	24 Nov
14/15-17	Schools Performance Panel (18 Sep)	<ul style="list-style-type: none"> <li>• Consistency and support for schools by Education Improvement Services</li> </ul>	Education	10 Oct	21 Oct	24 Nov
14/15-18	Service Improvement & Finance Performance Panel (20 Aug)	<ul style="list-style-type: none"> <li>• Flying Start Programme</li> <li>• Issues relating to Sustainable Swansea Budget Strategy: <ul style="list-style-type: none"> <li>∇ Public engagement with the budget</li> <li>∇ Digital services</li> <li>∇ Governance structures for Sustainable Swansea</li> </ul> </li> </ul>	Finance & Resources	11 Sep	18 Sept	29 Sep
14/15-19	Service Improvement & Finance Performance Panel (17 Sep)	<ul style="list-style-type: none"> <li>• Budget Engagement Strategy</li> <li>• Council's new Community Action Fund</li> <li>• WAO Annual Improvement Report</li> <li>• End of Year Financial Report</li> <li>• End of year financial monitoring report</li> </ul>	Finance & Strategy	13 Oct	28 Oct	24 Nov
14/15-20	Child & Family Services Performance Panel (29 Sep)	<ul style="list-style-type: none"> <li>• Performance Report</li> <li>• Care Leavers Scrutiny follow up</li> </ul>	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"> <li>• Scrutiny engagement in the TASS process</li> </ul>	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"> <li>Flying Start Programme</li> </ul>	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"> <li>1<sup>st</sup> Quarter Performance Monitoring Report and Annual Performance Report</li> </ul>	Finance & Strategy	6 Nov	Not required	24 Nov
14/15-24	Child & Family Services Performance Panel (27 Oct)	<ul style="list-style-type: none"> <li>Permanence Service</li> </ul>	Services for Children & Young People	6 Nov	17 Dec	19 Jan
14/15-25	Education Inclusion Inquiry Panel (23 Oct)	<ul style="list-style-type: none"> <li>Independent report on the Education Other Than At School Service</li> </ul>	Education	10 Nov	Not required	24 Nov
14/15-26	Corporate Building & Property Services Working Group (29 Oct)	<ul style="list-style-type: none"> <li>Cost effectiveness of service</li> <li>Relationship with schools</li> <li>Apprentice scheme &amp; Community Benefits Measure</li> <li>Improvements to advice and budget information provided to clients</li> </ul>	Housing & Communities	11 Nov	12 Jan	16 Feb
14/15-27	Special Committee (13 Nov)	<ul style="list-style-type: none"> <li>Pre-Decision Scrutiny: Proposed Lease of Underhill Park to Mumbles Community Association</li> </ul>	Wellbeing & Healthy City	14 Nov	6 Jan	19 Jan
14/15-28	Car Parking Working Group (6 Nov)	<ul style="list-style-type: none"> <li>Car Parking</li> </ul>	Environment & Transport	20 Nov	16 Jan	16 Feb

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"> <li>Morrison Comprehensive School</li> </ul>	Education	24 Nov	Not required	22 Dec
14/15-30	Committee (27 Oct)	<ul style="list-style-type: none"> <li>Tidal Lagoon Swansea Bay Project</li> </ul>	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"> <li>Performance Report</li> </ul>	Services for Children & Young People	1 Dec	31 Dec	19 Jan
14/15-32	Service Improvement & Finance Performance Panel (12 Nov)	<ul style="list-style-type: none"> <li>Observations on Mid-Year Budget Statement</li> <li>Request for Leader's views on scrutiny of joint working arrangement – Western Bay</li> <li>Comments on budget consultation events</li> </ul>	Finance & Strategy	4 Dec	23 Dec	19 Jan
14/15-33	Schools Performance Panel (13 Nov)	<ul style="list-style-type: none"> <li>Behaviour and Performance in Schools</li> </ul>	Education	8 Dec	Not required	22 Dec
14/15-34	Tourism Inquiry (17 Nov)	<ul style="list-style-type: none"> <li>Follow up/impact report</li> </ul>	Enterprise, Development & Regeneration / Environment & Transport	8 Dec	Not required	22 Dec
14/15-35	Local Flood Risk Management Working Group (13 Nov)	<ul style="list-style-type: none"> <li>Development of Local Flood Risk Management Plan (FRMP)</li> <li>Measures to mitigate risk</li> <li>Suggestions re. public</li> </ul>	Environment & Transport	8 Dec	19 Dec	19 Jan

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
		information <ul style="list-style-type: none"> <li>• Future scrutiny of FRMP</li> </ul>				
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
14/15-38	Service Improvement & Finance Performance Panel (10 Dec)	Pre-decision scrutiny of exempt cabinet report: Everyone's IT - the move to an in-house managed ICT service	Finance & Strategy	15 Dec	30 Dec	n/a
14/15-39	Service Improvement & Finance Performance Panel (4 Dec)	Recycling & Landfill Performance Annual Report	Environment & Transport	22 Dec	Not required	19 Jan
14/15-40	Service Improvement & Finance Performance Panel (10 Dec)	Welsh Public Library Standards Annual Statement	Enterprise, Regeneration & Development	22 Dec	Not required	19 Jan
14/15-41	Schools Performance Scrutiny Panel (11 Dec)	Annual Education Self Evaluation	Education	30 Dec		
14/15/42	Child & Family Services Performance Panel (15 Dec)	Budget for Child & Family Services	Services for Children & Young People	7 Jan	21 Jan	13 Apr
14/15-43	TASS Panel (17 Dec)	Independent Review of Older Peoples Services	Adults & Vulnerable People	13 Jan		
14/15-44	Service Improvement & Finance Performance Panel (7 January)	Draft budget proposals	Leader / Finance & Strategy	15 Jan	3 Feb	16 Feb

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-45	Committee (24 Nov)	Cabinet Member Question Session	Leader / Finance & Strategy	21 Jan	9 Feb	16 Feb
14/15-46	Committee (22 Dec)	Cabinet Member Question Session	Education / Services for Children & Young People	26 Jan	5 Mar	16 Mar
14/15-47	TASS Panel (5 & 9 Jan)	Work planning and prioritisation	Services for Adults & Vulnerable People	26 Jan	Not required	16 Feb
14/15-48	Service Improvement & Finance Performance Panel (14 Jan)	Cabinet Member Question Session	Education	3 Feb	25 Feb	16 Mar
14/15-49	Service Improvement & Finance Performance Panel (14 Jan)	Queries arising from 2 <sup>nd</sup> Quarter Budget monitoring report	Enterprise, Development & Regeneration; Housing & Communities	3 Feb	17 Feb	16 Mar
14/15-50	Committee (19 Jan)	Cabinet Member Question Session	Wellbeing & Healthy City	4 Feb	19 Feb	16 Mar
14/15-51	Child & Family Services Performance Panel (19 Jan)	Implications of the independent review into child sexual exploitation in Rotherham	Services for Children & Young People	4 Feb	18 Feb	16 Mar
14/15-52	Schools Performance Scrutiny Panel (22 Jan)	Q&A with Primary School Headteacher and Chair of Governors	Education	9 Feb	Not required	16 Mar
14/15-53	Committee (19 Jan)	Cabinet Member Question Session	Service for Adults & Vulnerable People	11 Feb	26 Mar	13 Apr
14/15-54	TASS Panel (2 Feb)	Support for Carers	Service for Adults & Vulnerable People	13 Feb		

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-55	Committee (16 Feb)	Disposal of Surplus Land on School Sites	Education Referred to CM for Services for Children & Young People	23 Feb 18 Mar	30 Mar	13 Apr
14/15-56	Service Improvement & Finance Performance Panel (5 Feb)	Budget Scrutiny	Finance & Strategy	23 Feb		
14/15-57	Service Improvement & Finance Performance Panel (14 Jan)	In Year Education Grant Cuts	Education – letter sent to Chair of Education Regional Working Partnership and copied to CM for Education	23 Feb		
14/15-58	Child & Family Services Performance Panel (16 Feb)	<ul style="list-style-type: none"> <li>Development of Western Bay Children's Safeguarding Board</li> <li>CFS monthly performance report</li> </ul>	Services for Children & Young People	3 Mar		
14/15-59	Education Inclusion Inquiry Panel (16 Feb)	Education Other Than At School Service	Education	3 Mar	Not required	16 Mar
14/15-60	Committee (16 Feb)	Cabinet Member Question Session	Environment & Transport	12 Mar		
14/15-61	Local Service Board Scrutiny Performance Panel (26 Jan)	Work planning and prioritising	Leader	18 Mar	Not required	13 Apr
14/15-62	Pre-Inquiry Working Group (18 Feb)	School Governance	Education	19 Mar	Not required	13 Apr

<b>No.</b>	<b>Committee / Panel / Working Group</b>	<b>Main Issue(s)</b>	<b>Cabinet Portfolio</b>	<b>Letter Sent</b>	<b>Response Received</b>	<b>Reported to Committee</b>
14/15-63	TASS Panel (2 Mar)	Service Costs	Services for Adults & Vulnerable People	23 Mar	Not required	13 Apr
14/15-64	Planning Scrutiny Working Group (19 Mar)	Enforcement, legal support, major developments, householder advice and building control.	Enterprise, Development and Regeneration	26 Mar		
14/15-65	Local Service Board Performance Panel (23 Mar)	One Swansea Plan Annual Review	Leader	31 Mar	Not required	13 Apr
14/15-66	Child & Family Services Performance Panel (16 Mar)	Permanence Service Review – update and implementation plan	Services for Children & Young People	2 Apr		



# CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Christine Richards  
Cabinet Member, Services for Children  
& Young 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**

**CFS/03**

**22 December 2014**

Dear Councillor Richards

## **Child & Family Services Performance Panel, 15 December 2014**

The Panel met on 15 December to consider the Child & Family Services 3 year budget proposals report which was presented to Cabinet the following day.

The panel would like to thank you and officers for attending. You provided a thorough and detailed explanation of the budget proposals which included both savings and investments to provide services and good outcomes for children and families.

The panel was broadly supportive of the budget proposals and the panel remained committed to supporting the Safe LAC Reduction Strategy which continued to achieve good results in terms of reducing the numbers of looked after children and expenditure. The panel felt that the Prevention and Demand Management strand of the proposals was key to the continued success of the Safe LAC Reduction Strategy.

The panel felt that while the proposed savings of £2.7m over the next 3 years represented a 16% reduction in the overall budget for Child & Family Services, which was significantly less than the savings to be made in other services across the Council, it still remained an ambitious savings programme. The panel supported the proposed savings on the basis that the safety and safeguarding of all children known to social services was assured.

The panel welcomed your reassurance that your department takes decisions to improve practice and keep children safe, which has the effect of reducing

Overview & Scrutiny / Trosolwg a chraffu

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

the numbers of looked after children and in turn enabled the department to make savings and efficiencies.

The panel was interested to learn more about the Prevention Fund and the internal bids that related to child and family services which have been submitted. We discussed this with you and you agreed to provide the panel with more detail on the submitted bids.

The panel was pleased to hear that under the Efficiency strand of the budget, the Western Bay Regional and Local Commissioning of residential care placements will help to drive down costs of placements. However, the panel was concerned that given the numbers of local authorities involved, it could put pressure on services and placement numbers.

The panel was concerned about the proposal to reduce in-house emergency residential care to a 2 bed short term facility. However, we were assured that department performance data had shown that the service was under capacity and that the LAC Reduction Strategy had reduced the demand and need for emergency residential care bed. In addition, Child & Family Services could link with other teams and services to reduce recourse to residential care; the option of commissioning emergency beds from the independent sector would remain an option.

The panel further probed on this issue and voiced its concern about the potential for a family with 2 or more children that needed emergency residential care beds. We wanted to be sure that there would adequate provision for the small number of cases that needed emergency residential care. You assured us that emergency foster carers were available who would provide emergency beds for sibling groups of two or more children should the need arise.

The panel welcomed the proposal to invest in consultant social workers to enable more social workers to become experts in the Signs of Safety model in order to expand the use of it and enable more children and families to benefit from it.

The panel welcomed the proposals and savings to be made from the re-modelling of the post-16 service. The panel has had a keen interest in this over the last year and we will be receiving a report on the development of the proposed service in the new year.

The panel did have some concerns around the impact that the Domestic Abuse MASH could have on LAC numbers so it is proposing to include a report on this in its work plan some time next year.

The panel hopes that you achieve the savings and outcomes contained in the proposals and we look forward to being updated on progress next year.



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

**Yours sincerely**

*Paxton Hood-Williams*

**CLLR PAXTON HOOD-WILLIAMS**  
**MEMBER OF THE WELL BEING PERFORMANCE PANEL**  
✉ [PAXTON.HOOD-WILLIAMS@SWANSEA.GOV.UK](mailto:PAXTON.HOOD-WILLIAMS@SWANSEA.GOV.UK)



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

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

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

Councillor Christine Richards  
(01792) 637443

**BY EMAIL**

E-Mail / E-Bost: [cllr.christine.richards@swansea.gov.uk](mailto:cllr.christine.richards@swansea.gov.uk)  
Our Ref / Ein Cyf: CR/SH  
Your Ref / Eich: CFS/04  
Cyf:  
Date / Dyddiad: 21 January 2015

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

Dear Councillor Hood-Williams

**Re: Child & Family Services Performance Panel – 15 December 2014**

Thank you for your convenors letter dated 22 December 2014.

Thank you for your scrutiny of the budget proposals for child and family services which you rightly acknowledge are wholly aligned with the continued delivery of the safe LAC reduction strategy. The safeguarding of children remains my top priority in taking forward these budget proposals and the continued implementation of the safe LAC reduction strategy.

In relation to the prevention fund I will ask the Corporate Director for People to provide further detail of the bids to the panel.

In relation to the regional commissioning of residential placements, I would like to clarify that the commissioning arrangements are wider than Western Bay and include all South Wales Local Authorities. These arrangements have been in place for three years now and have driven down the costs of independent placements significantly whilst driving up standards utilising an agreed outcomes framework. The number of residential placements utilised by child and family services is currently at a four year low.

**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  
✉ [cllr.christine.richards@swansea.gov.uk](mailto:cllr.christine.richards@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)

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

- 2 -

I note panel's concern about the proposed reduction in in house emergency residential beds. This proposal is based on reduced demand, again associated with progress in the safe LAC reduction strategy. Panel's concern about circumstances in which siblings require emergency placements is well made but Foster Swansea have proved themselves adept at placing siblings together in foster placements when such circumstances arise.

Thank you for your support of the proposed additional investment in consultant Social workers as part of the embedding of the Signs of Safety social work practice model in child and family services.

I am grateful for the Panel's continued scrutiny of the permanence review and proposed development of a 16+ service. I welcome panel's plans to scrutinise the proposed development and impact of a domestic violence MASH.

Thank you again for you continued robust scrutiny of performance in child and family services.

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

✉ cllr.christine.richards@swansea.gov.uk [www.swansea.gov.uk](http://www.swansea.gov.uk)



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

**To/  
Councillor Jane Harris,  
Cabinet Member for Services for  
Adults & Vulnerable People**

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

**Scrutiny**

*Direct Line:  
Linell Uniongyrochol:*

**01792 637257**

*e-Mail  
e-Bost:*

**scrutiny@swansea.gov.uk**

*Our Ref  
Ein Cyf:*

**SPC/2014-15/10**

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**11 February 2015**

Dear Councillor Harris,

**Cabinet Member Question Session – 19 January**

Thank you for your attendance at the Scrutiny Programme Committee on 19 January 2015 and answering questions on your work. As stated we are writing to you in order to reflect on what we learnt from the discussion, share the views of the committee, and raise any outstanding issues / actions for your response.

We were aware that this was your first appearance before the Scrutiny Programme Committee as Cabinet Member. We felt it was a good opportunity to learn about your responsibilities, priorities, and your approach to taking forward improvement in services for adults and vulnerable people.

Thank you for preparing a handout which gave us a summary of your portfolio objectives, activities and achievements and impact in relation to your areas of responsibility, as well as challenges.

You talked about the increasing demand for adult social care, pressure on budgets. You also spoke about implementing the new Social Services and Wellbeing Act and the transformation that is required in order to improve the wellbeing of people who need care and support, and promote people's independence to give them stronger voice and control.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

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

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

**Page 128**  
**www.swansea.gov.uk**

The main issues discussed are summarised below:

### **Local Area Coordinators**

At our meeting we had earlier heard from Councillor Mark Child, Cabinet Member for Wellbeing & Healthy City, and discussed the new approach involving the establishment of Local Area Coordinators. You reinforced the importance of this approach, calling it a 'cornerstone', in helping to reduce the demand for social services thought admitted it may not be easy to achieve. You stressed the need to manage the tipping point between care being able to be provided within the community and social services intervention. Much of this will depend on resources and take up of domiciliary care, as well as effective partnership working with health and the third sector. As well as that we felt that this depended a lot on community awareness and public engagement, especially as this approach places and emphasis on co-production.

### **Budget**

You explained that you were looking in detail at spending across the whole of adult services. You informed the committee that you were focussed on reviewing services before proposing any big budget decisions, including looking at what is happening in the private sector. However, the committee shared some concern that there were perhaps mixed messages about what is happening within social services as far as staff may be concerned, and suggested better communication about the financial situation and your plans (short and long term) to make services more effective and sustainable. The committee was also concerned that increasing financial pressures may drive changes through prematurely, though you assured us that decisions would not be taken until ready to do so.

### **Areas for Scrutiny**

As you know we have already established a Panel to look at the Transformation of Adult Social Services. We were pleased to hear you welcomed scrutiny and contribution of ideas for improvement. We asked about the benefits from the recent independent review of older people's services. You stated that it had helped the authority to reflect and it confirmed that the direction of travel was right, however recognised significant challenges ahead.

We would be grateful for your comments on the issues raised in this letter. It would be helpful to receive your reply to this letter by 4 March so that it can be included in the agenda of a future committee meeting at the earliest opportunity.

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

Yours sincerely,

A handwritten signature in black ink that reads "Mary Jones". The signature is written in a cursive style with a large initial 'M'.

**COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

✉ [mary.jones@swansea.gov.uk](mailto:mary.jones@swansea.gov.uk)



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

Councillor Mary Jones  
Chair, Scrutiny Programme Committee

BY EMAIL

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

Councillor Jane Harris  
(01792) 636926

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

[cllr.jane.harris@swansea.gov.uk](mailto:cllr.jane.harris@swansea.gov.uk)

JH/SH  
SPC/2014-15/10  
26 March 2015

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

Dear Councillor Jones

**Cabinet Member Question Session – 19 January**

Firstly may I apologise for the delay in responding to your letter of 11 February 2015.

I would like to reassure the Panel that I entirely agree with your view that the success of the Introduction of the Local Area Coordination approach will be dependent on how we engage with communities. As the Panel will be aware we have identified 3 pilot sites across Swansea and I am pleased to inform you that interview for the 3 coordinators took place last week involving members of the local community in the recruitment process. This is an innovative approach to recruitment and has not been without its challenges but demonstrates our commitment to community engagement throughout the whole process.

There will be an article in the local media highlighting our approach so far and once in post the 3 coordinators will start to engage with local residents. We also have some other initiatives that will be supporting the Local Area Coordination approach and I am happy to present more information to the Panel on this at a later date.

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

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 636926

✉ [cllr.jane.harris@swansea.gov.uk](mailto:cllr.jane.harris@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)



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

- 2 -

The Panel is absolutely correct in identifying the very complex nature of managing demand and that it is not just about tightening up on eligibility criteria but often involves intervening earlier to prevent problems arising or progressing, both Local Area Coordination and the development of the Intermediate Care service are local examples of how we are developing ways of managing demand. We are now well on the way to developing the second phase of Intermediate Care which is all about identifying people with high support needs much earlier on and providing intensive support to enable them to remain independent for as long as possible.

I would like to reassure you that whilst the budget pressures we are facing are unprecedented and change is inevitable, we will ensure that any service changes are well thought through, are evidence based and that service users and carers and staff have played a part in shaping the proposals. An example of this commitment is our involvement of APSE in taking forward the recommendations contained within the Older Peoples review conducted by Cardiff University, which is now being progressed via the Commissioning workstream of the Sustainable Swansea Programme. I will update the Panel on how this area of work is progressing at subsequent Panel meetings.

Given the considerable changes that are taking place we have regular staff events where we discuss what the outcomes are for the Client Group to make sure that there are no gaps and to verify that the budget proposals are effective.

I look forward to working together to ensure our citizens have access to the right support at the right time delivered by the right people and welcome the oversight and challenge that the Panel continue to provide.

Yours sincerely

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

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

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 636926

✉ [cllr.jane.harris@swansea.gov.uk](mailto:cllr.jane.harris@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)





**CITY AND COUNTY OF SWANSEA**

Dinas A Sir Abertawe

Councillor Rob Stewart  
Chair of Swansea's Local Service Board  
and Leader of the City & County of  
Swansea

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

**Scrutiny**

*Direct Line:  
Llinell  
Uniongyrochol:*

**01792 636292**

*e-Mail  
e-Bost:*

**scrutiny@swansea.gov.uk**

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**18/03/2014**

**Summary:** This is a letter from the Local Service Board Performance Panel to the Chair of the Local Service Board following the meeting of the Panel on the 26 January 2015. It is about the Panel's work plan and older people's independence.

Dear Councillor Stewart,

**Local Service Board Scrutiny Performance Panel  
26 January 2015**

I am writing to you in your capacity as Chair of the Local Service Board in order to advise you of the panel's intentions to take forward its scrutiny of the LSB. Thank you for attending our Panel meeting on 26 January and engaging in an interesting and productive discussion.

As you are aware this panel was established in May 2014 in order to undertake scrutiny of Swansea's Local Service Board.

During the initial months we have been meeting on a bi-monthly basis and have developed our understanding of the LSB. We have spoken to the members of the LSB Executive Board and undertaken a number of evidence gathering activities such as observing a meeting of the LSB, receiving a presentation on the One Swansea Plan, discussions on best practice with the Centre for Public Scrutiny and consideration of approaches to LSB scrutiny undertaken by other local authorities in Wales.

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

We are now at the stage that we are ready to undertake more in-depth scrutiny of the work of the LSB. We have agreed that our preferred approach is to select a LSB challenge to look at in-depth in order to extrapolate findings and conclusions on the effectiveness of the LSB overall. We have selected a topic from the LSB's 8 annual priorities for 2014/15 – Older People's Independence.

The overarching question that the panel is seeking to address is "*What difference is Swansea's Local Service Board making for citizens?*" Some of the key questions that we will explore in order to assist us in answering this question, (within the context of the LSBs contribution to addressing the challenge of Older Peoples' Independence) include:

- Has the LSB succeeded in shifting the focus from processes and output to the impact of services on the well-being of people and communities? How would we know this?
- To what extent has the LSB ensured that this priority focuses on prevention and early intervention?
- Has the LSB encouraged deeper integration across service providers in this area and has this resulted in better experiences for service users?
- Has the LSB ensured the best use of resources by maximising shared delivery opportunities and minimising the risk of wasteful duplication?
- What evidence is there to show that commissioning is strategic and clearly linked to evidence of need?

We will contact Chris Sivers, Director of Place, as lead officer for the priority of Older People's Independence, to ask her to provide the panel with an initial briefing, in order to enable us to develop a detailed work plan to take this work forward.

We will keep you up-dated at appropriate intervals regarding the progress of our work.

## Your Response

While we hope that you find the contents of this letter useful and would welcome any further comments **we do not expect you to provide a response**

Yours sincerely,



**Councillor Mary Jones**  
**Convener, Local Service Board Scrutiny Performance Panel**  
✉ [Cllr.Mary.Jones@swansea.gov.uk](mailto:Cllr.Mary.Jones@swansea.gov.uk)

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



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

**To/  
Councillor Jennifer Raynor,  
Cabinet Member for Education**

*Please ask for:  
Gofynnwch am:*

**Scrutiny**

*Direct Line:  
Linell Uniongyrchol:*

**01792 637257**

*e-Mail  
e-Bost:*

**scrutiny@swansea.gov.uk**

**BY EMAIL**

*Our Ref  
Ein Cyf:*

**SPC/2014-15/11**

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**23 February 2015**

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Education following the meeting of the Committee on the 16<sup>th</sup> February 2015. It is about correspondence received from a member of the public on children's rights impact assessments in relation to the proposed sale of school playing fields at Parkland Primary School. It includes conclusions and proposals for the Cabinet Member.

Dear Councillor Raynor,

**Public Request for Scrutiny**

The committee met with you in December and amongst the issues discussed was that of school land sales and concerns raised by members of the public about proposals relating to Parkland Primary School. We wrote to you separately about this and look forward to your response. Since then the committee has been contacted by another member of the public with a specific request that scrutiny should undertake a children's rights impact assessment in relation to the proposals for Parkland Primary School.

We acknowledged this correspondence (attached) at our committee meeting on Monday and discussed possible course of action. We agreed that the issues raised in the correspondence should be brought to your attention. We understand that Cabinet will be considering a report on the disposal of surplus land on school sites although we are not entirely clear when this is likely to take place. We felt it was not appropriate for the committee to agree to the request without first establishing the facts and considering your response.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

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

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

**Page 135**  
**www.swansea.gov.uk**

The committee would like you to:

- provide us with a response to the issues contained in the correspondence
- confirm what impact assessments have been carried out or are planned in relation to school land sales
- confirm whether a Children's Rights Impact Assessment has been carried out in relation to proposals at Parkland Primary School. If not, why not?
- advise on the decision-making timetable for dealing with this whole issue, including matters relating to Parkland Primary School

It would be helpful to receive your reply to this letter by 16 March so that it can be included in the agenda of a future committee meeting at the earliest opportunity.

Yours sincerely,

A handwritten signature in black ink that reads "Mary Jones". The signature is written in a cursive style.

**COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

✉ [mary.jones@swansea.gov.uk](mailto:mary.jones@swansea.gov.uk)

(see copy of correspondence attached)

## **Copy of Correspondence:**

Subject: Children's Rights Impact Assessment

The Education Department wishes to sell off my daughter's school playground and playing field at Parkland Primary School. They have used a formula to work out if there will be enough space left for all the children to play on if they sell off this land but they have used the wrong number for all the children who attend the school. The land left will not be enough for all the children to play on and the youngest in the school will not have good access to green space that they need for their Foundation Phase education and a safe place to evacuate to if there is a fire. They do not say this on their information for parents on their website instead assuring parents there will be enough space - it also does not say where the children will go if there is a fire but say that the piece of land is surplus when it is played on five to six times a day. They don't explain that the piece of land is right in the middle of the school nor that it has very old trees on it which are the school's symbol.

The council have adopted a duty to embed the Rights of the Child into everything they do. I would like to ask you to consider if there should be a Children's Rights Impact Assessment as well as an equality impact assessment given that there are children with disabilities who will be immediately effected in the school. The UN Committee on the Rights of the Child recommends that anyone ratifying the UNCRC undertake such impact assessments and the council has committed publically to be the first council to embed the rights throughout everything they do.

I am very concerned that the children of this schools catchment which includes a Flying Start and Communities First area are not being heard and their views and needs being taken into account as this issue is being hijacked by political agendas and the need to raise money. I am concerned that an impact assessment is needed as soon as possible and that the children in the school needs this due to the following reasons given as to why such assessments are needed ([www.childrensrightswales.org.uk](http://www.childrensrightswales.org.uk))

- \* Children are disenfranchised, through lacking the vote and not playing a significant part in political processes.
- \* Children's issues are fragmented across government departments that can result in uncoordinated or conflicting policies that fall short of reflecting the "whole child".
- \* Children's issues are often likely to be hijacked by other political agendas and consequently children in many cases are in a different (usually weaker) position as compared with the rest of the population.
- \* There is a need for governmental mechanisms to give children's issues better visibility, coherence and significance. Child policy proofing is one element in a drive to improve government for children and the mainstreaming of children's rights. It creates an invaluable opportunity for making adjustments to policies to ensure that children's interests are protected.

It is recommended that the Scrutiny Committee for children and young people should work with officials, key stakeholders and children and young people in the community to undertake this assessment and I would like to ask if you would consider doing this as soon as is possible given the speed with which this proposal is trying to be put through.

Please note that none of the children in this school have been consulted by the council in regards to the sale of their playground.

Thank you



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

Councillor Mary Jones  
Chair, Scrutiny Programme Committee

**BY EMAIL**

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

Councillor Christine Richards  
(01792) 637443

E-Mail / E-Bost: [cllr.christine.richards@swansea.gov.uk](mailto:cllr.christine.richards@swansea.gov.uk)  
Our Ref / Ein Cyf: CR/SH  
Your Ref / Eich: SPC/2014-15/11  
Cyf:  
Date / Dyddiad: 30 March 2015

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

Dear Mary

I have been asked to respond to those questions raised at your scrutiny panel that are relevant to my portfolio.

1. On 16 February 2015 your committee agreed to ask *whether a Children's Rights Impact Assessment has been carried out in relation to proposals at Parkland Primary School. If not, why not?*
2. On 15 March 2015 you received further correspondence from a parent, complaining about *a lack of proper / formal consultation in keeping with the Council's commitment to the United Nations Convention of the Rights of the Child.*

You will be aware that it was announced in Council on 24 February 2015 that a review of the sale of surplus land would be undertaken. Following the outcome of this review, further reports on the sale of land may be forwarded to Cabinet.

Letters forwarded to your scrutiny committee seem to imply that the panel should 'initiate a Children Rights Impact Assessment (CRIA)'. I believe this is misleading. This administration is already absolutely committed to making the principles of the United Nation's Convention on the Rights of the Child a reality for all children and young people in Swansea.

**COUNCILLOR/Y CYNGHORYDD**  
**CHRISTINE RICHARDS**  
**DEPUTY LEADER / DIRPRWY ARWEINYDD**

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 637443

✉ [cllr.christine.richards@swansea.gov.uk](mailto:cllr.christine.richards@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)



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

- 2 -

- In July 2012, Council agreed this principle when we adopted our council priorities.
- We continue to support those schools that wish to become rights respecting.
- We have included children and young people in our annual budget and other consultations.
- In November last year, we formally adopted our Children & Young People's Rights Scheme, including the new Children's Rights Impact Assessment.

The Children's Rights Impact Assessment (CRIA) has now been embedded into our Equality Impact Assessment (EIA). These are completed as a legal duty as part of the Equality Act 2010.

The new section on Children's Rights specifically asks those completing the form to demonstrate the impact of the proposal on the articles within the UNCRC. This section was only added to this process in November 2014, when we formally launched the CRIA, so is relatively new.

I believe that all members have a responsibility to be aware of our UNCRC commitments. Further information about Equality and Equality Impact Assessments can be found on the Council's website link <http://www.swansea.gov.uk/sep> and <http://www.swansea.gov.uk/eia>.

Council formally launched our Children & Young People's Rights Scheme in November 2014 and given that the sale of land has not yet been formally considered by Cabinet or Council, a Children's Rights Impact Assessment has not yet been carried out in relation to proposals at Parklands Primary School.

Any further reports on sale of school land should consider a CRIA.

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, THE GUILDHALL, SWANSEA, SA1 4PE  
SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 637443

✉ [cllr.christine.richards@swansea.gov.uk](mailto:cllr.christine.richards@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)





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

**To/  
Councillor Jennifer Raynor,  
Cabinet Member for Education**

**BY EMAIL**

**CC. Alan Thomas, Chair of the  
Audit Committee**

*Please ask for:  
Gofynnwch am:*

**Scrutiny**

*Direct Line:  
Llinell Uniongyrochol:*

**01792 637257**

*e-Mail  
e-Bost:*

**scrutiny@swansea.gov.uk**

*Our Ref  
Ein Cyf:*

**SG/2014-15/1**

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**19 March 2015**

**Summary:** This is a letter from the School Governance Pre Inquiry Scrutiny Working Group to the Cabinet Member for Education following the meeting of the Group on the 18 February 2015. It is about a proposed in depth inquiry into school governance.

Dear Councillor Raynor,

**Re: School Governance Pre Inquiry Working Group - 18 February**

Thank you for attending the School Governance Pre Inquiry Working Group on the 18th February 2015. I am also grateful for the report presented by Kathryn Thomas from the Education Department. Both of your contributions were extremely useful for us as a working group.

I am writing to let you know that we intend to proceed with an in depth inquiry into this topic and will be sharing terms of reference with the Scrutiny Programme Committee shortly. In developing these terms of reference we will be taking account of some of the points that you made at the meeting. Specifically:

- The need to consider the recommendations of 'The future delivery of education services in Wales' Review undertaken by Robert Hill Consulting 2013
- That there is a shortage of governors
- There is confusion about the general role of the governor and also confusion about the differences between different types (parent, LA etc)

**Scrutiny / Craffu**

City and County of Swansea / Dinas a Sir Abertawe  
Guildhall, Swansea, SA1 4PE / Neuadd y Ddinas, Abertawe, SA1 4PE

[www.swansea.gov.uk/scrutiny](http://www.swansea.gov.uk/scrutiny)

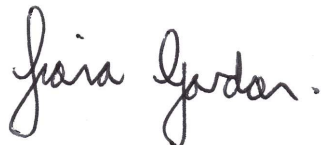
- That some governor panels are too 'cosy' – the same people have been doing the same thing for years and may not be challenging enough
- Skills analysis should be looked at to ensure that panels have the skills they need as a group
- Closer integration between challenge advisors and governing bodies could be valuable
- The important role of audit in identifying areas of weakness

You will recall at the meeting we discussed the need to ensure that the Autumn Core Visits with challenge advisors should include more than the chair and vice chair of governors. This is a point that the School Performance Panel has previously raised with you and I understand that this advice will be given to schools. This is a positive step.

I would welcome any further comments you may have on the content of this letter however **a formal response is not required.**

Please also note that I have copied this letter to Alan Thomas, Chair of the Audit Committee both for awareness and to ensure that we avoid any duplication in this work.

Yours sincerely,



**COUNCILLOR FIONA GORDON**

Convenor, School Governance Pre Inquiry Scrutiny Working Group

✉ [fiona.gordon@swansea.gov.uk](mailto:fiona.gordon@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/07**

**9 March 2015**

Dear Councillor Harris

## **Transformation of Adult Social Services Scrutiny Panel, 2 March 2015**

The TASS Scrutiny Panel met on March 2nd.

We were very disappointed that the only "Costs" information that we received was a schedule of what the Council pays for accommodation in Private Residential Homes for the elderly. We had expected, at the very least, an analysis of the comparative costs for our own homes.

We also want to study similar information relating to Day Care, Domiciliary care and various other related costs, and the timescale for this is very tight if the Panel is going to be able to make any considered contribution to the TASS review.

It was unfortunate that there was no social services senior management attendance at the meeting. I will liaise with officers on this matter to ensure that the panel's questions during meetings on the reports and evidence provided can be responded to accurately and promptly. It is important that we have a positive and productive working relationship so that the TASS process benefits from the involvement of Scrutiny

Now that we have a separate panel to scrutinise adult services, specifically TASS, we are able to devote an entire meeting to service and policy issues and provide you and the department with our views and recommendations.

Overview & Scrutiny / Trosolwg a chraffu

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

We also remind you that this Panel is the only opportunity that elected members outside the Executive have to participate in a process that will probably lead to very major changes in a vital service that is of great concern to many thousands of those who elect us.

I think we all agree that establishing this panel was a positive step and it is an important element of the decision-making process. Now that we have a clear scrutiny work plan we can ensure that we have the information we need at meetings to add value to the TASS process.

Although there has been widespread debate about the future of Adult Services for a number of years which has had a national dimension the urgent work in Swansea arises from the 2013/14 Budget process, the “Sustainable Swansea” work and some controversial proposals for certain savings.

The Panel feel that there is still a worrying shortage of evidence on which the “pace of travel” if not the “direction of travel” that the department wish to pursue has been based.

Finally, I must remind you that I am still waiting for a response to my Chair’s Letter of February 6<sup>th</sup> which was due on Monday 9<sup>th</sup> March. The Panel hopes that you can now give that some priority.

**Yours sincerely**

**CLLR BOB CLAY**  
**CONVENER OF THE TRANSFORMATION OF**  
**ADULT SOCIAL SERVICES WORKING GROUP**  
✉ [BOB.CLAY@SWANSEA.GOV.UK](mailto:BOB.CLAY@SWANSEA.GOV.UK)



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

**To/  
Councillor Rob Stewart  
Chair of Swansea's Local Service  
Board and Leader of the City &  
County of Swansea**

**BY EMAIL**

*Please ask for:  
Gofynnwch am:*

**Scrutiny**

*Direct Line:  
Llinell Uniongyrochol:*

**01792 636292**

*e-Mail  
e-Bost:*

**scrutiny@swansea.gov.uk**

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**31<sup>st</sup> March 2015**

Summary: This is a letter from the Local Service Board Performance Panel to the Chair of the Local Service Board following the meeting of the Panel on the 23<sup>rd</sup> March 2015. It is about the One Swansea Plan Annual Review. The decision to allow the public to attend the Local Service Board meetings from July onwards was welcomed by the Panel.

Dear Councillor Stewart

**Local Service Board Scrutiny Performance Panel  
23<sup>rd</sup> March 2015**

The Local Service Board Scrutiny Panel met on March 23<sup>rd</sup> 2015 and the main item on the agenda was the One Swansea Plan Annual Review.

**One Swansea Plan Annual Review**

The Panel discussed the plan at length and how they could contribute to the annual review process. The Panel was asked to provide comment on the plan in terms of:

- What is good ?
- What is not so good ?
- What improvements could be made ?

In terms of 'what is good', the Panel was pleased to note that each of the 21 challenges listed within the Plan has both an indicator and aspiration attached to it. Also, that the Local Service Board is focussing on an issue and how it is covered within the range of challenges.

To improve the annual review process a number of recommendations and suggestions were raised;

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**CITY AND COUNTY OF SWANSEA / DINAS A SIR ABERTAWE  
GUILDHALL, SWANSEA, SA1 3SN / NEUADD Y DDINAS, ABERTAWE, SA1 4PE**

[www.swansea.gov.uk](http://www.swansea.gov.uk) / [www.abertawe.gov.uk](http://www.abertawe.gov.uk)

- There should be greater visibility of the indicators that track the aspirations.
- The Local Service Board should introduce a system that shows the status of each indicator. An example of this is the RAG system which is used to measure performance.
- The Local Service Board should introduce a clear mechanism that outlines the priorities of their work plan for the forthcoming year.

## **Publications**

The Panel felt that recommendations and information generated by Scrutiny would be useful to members of the Local Service Board. Also, that they would be helpful to inform the development and delivery of the One Swansea Plan. For example; the current work being carried out by the Education Inclusion Inquiry which is relevant to some of the challenges listed in the One Swansea Plan.

Currently, all Scrutiny information, agenda packs, reports and letters are put on the Scrutiny publications page, which can be found on the public City & County of Swansea website, [www.swansea.gov.uk/scrutinypublications](http://www.swansea.gov.uk/scrutinypublications) . The Panel hopes that the new website for the Local Service Board will include links to the open meetings, agenda packs, reports and other publications.

While, we understand that the points raised in this letter will be fed into the review process and would welcome any further comments, **we do not expect you to provide a response.**

Yours sincerely,



**COUNCILLOR MARY JONES**

**Convener, Local Service Board Scrutiny Performance Panel**

✉ [cllr.mary.jones@swansea.gov.uk](mailto:cllr.mary.jones@swansea.gov.uk)

## FOR INFORMATION

This report details the Audit Committee Workplan to May 2015 and provides a draft Workplan for the 2015/16 municipal year. The draft Plan is based on an 8 weekly cycle for meetings which has been included in the Council Diary 2015/16 and will be put forward to Council for approval in May 2015.

This information is provided to help develop the relationship between scrutiny and the Audit Committee, aiming to ensure:

- mutual awareness and understanding of the work of scrutiny and audit committee
- respective work plans are coordinated and avoid duplication / gaps
- a clear mechanism for referral of issues, if necessary

The Scrutiny Work Programme is also reported to the Audit Committee. At least once a year respective chairs will attend in order to discuss work programmes and effectiveness.

### AUDIT COMMITTEE WORKPLAN 2014/15

<b>Date of Meeting</b>	<b>Reports</b>
9 April 2015	Peer Review – Briefing Corporate Governance Review – Briefing Risk Management Annual Review 2014/15 Internal Audit Charter 2015/16 Internal Audit Annual Plan 2015/16 External Auditor Annual Financial Audit Outline 2014/15 Draft Audit Committee Annual Report 2014/15

## DRAFT AUDIT COMMITTEE WORKPLAN 2015/16

Date of Meeting	Reports
23 June 2015	Key Issues for Audit Committees – Wales Audit Office Briefing ICT Contract Transfer – Briefing Wales Audit Office – Corporate Assessment Wales Audit Office Performance Audit Work 2015/16 Internal Audit Monitoring Report Q4 2014/15 Bad Debt Write Offs – Briefing
18 August 2015	Draft Statement of Accounts 2014/15 Draft Annual Governance Statement 2014/15 Internal Audit Annual Report 2014/15 Annual Report of School Audits 2014/15 Internal Audit Monitoring Report Q1 2015/16
27 October 2015	Wales Audit Office Performance Audit – Mid Term Report Housing Benefit Investigation Team Annual Report 2014/15 Audited Statement of Accounts 2014/15 PwC ISA 260 Report 2015/16 Audit Committee Annual Report 2014/15 – follow up
22 December 2015	PwC Controls Report 2014/15 PwC Annual Audit Letter 2014/15 Risk Management Half Yearly Review 2015/16 Internal Audit Monitoring Report Q2 2015/16 Recommendations Tracker Report 2014/15
23 February 2016	Wales Audit Office Performance Audit Update Internal Audit Monitoring Report Q3 2015/16 Internal Audit Plan 2016/17 - Methodology Audit Committee Review of Performance 2015/16
26 April 2016	External Auditor Annual Financial Audit Outline 2015/16 Internal Audit Charter 2016/17 Internal Audit Annual Plan 2016/17 Risk Management Annual Review 2015/16 Draft Audit Committee Annual Report 2015/16