DINAS A SIR ABERTAWE

HYSBYSIAD O GYFARFOD

Fe'ch gwahoddir i gyfarfod

PWYLLGOR RHAGLEN CHRAFFU

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

Dyddiad: **Dydd Llun, 29 Medi 2014**

Amser: **4.30 pm**

AGENDA

Rhif y Dudalen
.

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

| 27 Hydref 2014 | 19 Ionawr 2015 | 16 Mawrth 2 |

| 24 Tachwedd 2014 |
| 22 Rhagfyr 2014 |

**Patrick Arran
Pennaeth Gwasanaethau Cyfreithiol, Democrataidd a Chaffael
Dydd Llun, 22 Medi 2014**

Cyswllt: Gwasanaethau Democrataidd - 637292

Disclosures of Interest

To receive Disclosures of Interest from Councillors and Officers

Councillors

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

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

1.   If you have a **Personal Interest** as set out in **Paragraph 10** of the Code, you **MAY STAY, SPEAK AND VOTE** unless it is also a Prejudicial Interest.

2.   If you have a Personal Interest which is also a **Prejudicial Interest** as set out in **Paragraph 12** of the Code, then subject to point 3 below, you **MUST WITHDRAW** from the meeting (unless you have obtained a dispensation from the Authority's Standards Committee)

3.   Where you have a Prejudicial Interest you may attend the meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, **provided** that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise. In such a case, you **must withdraw from the meeting immediately after the period for making representations, answering questions, or giving evidence relating to the business has ended**, and in any event before further consideration of the business begins, whether or not the public are allowed to remain in attendance for such consideration (**Paragraph 14** of the Code).

4.   Where you have agreement from the Monitoring Officer that the information relating to your Personal Interest is **sensitive information**, as set out in **Paragraph 16** of the Code of Conduct, your obligation to disclose such information is replaced with an obligation to disclose the existence of a personal interest and to confirm that the Monitoring Officer has agreed that the nature of such personal interest is sensitive information.

5.   If you are relying on a **grant of a dispensation** by the Standards Committee, you must, before the matter is under consideration:

    i)   Disclose orally both the interest concerned and the existence of the dispensation; and
    ii)   Before or immediately after the close of the meeting give written notification to the Authority containing:

a) Details of the prejudicial interest;

b) Details of the business to which the prejudicial interest relates;

c) Details of, and the date on which, the dispensation was granted; and

d) Your signature

Officers

Financial Interests

1. If an Officer has a financial interest in any matter which arises for decision at any meeting to which the Officer is reporting or at which the Officer is in attendance involving any member of the Council and /or any third party the Officer shall declare an interest in that matter and take no part in the consideration or determination of the matter and shall withdraw from the meeting while that matter is considered. Any such declaration made in a meeting of a constitutional body shall be recorded in the minutes of that meeting. No Officer shall make a report to a meeting for a decision to be made on any matter in which s/he has a financial interest.

2. A "financial interest" is defined as any interest affecting the financial position of the Officer, either to his/her benefit or to his/her detriment. It also includes an interest on the same basis for any member of the Officers family or a close friend and any company firm or business from which an Officer or a member of his/her family receives any remuneration. There is no financial interest for an Officer where a decision on a report affects all of the Officers of the Council or all of the officers in a Department or Service.

CITY AND COUNTY OF SWANSEA

MINUTES OF THE SCRUTINY PROGRAMME COMMITTEE

HELD AT CIVIC CENTRE, SWANSEA ON MONDAY, 1 SEPTEMBER 2014 AT 4.30 PM

PRESENT: Councillor A M Day (Chair) Presided

Councillor(s)	Councillor(s)	Councillor(s)
A M Cook	P Downing	J W Jones
A C S Colburn	E W Fitzgerald	P M Meara
D W Cole	J E C Harris	R V Smith
J P Curtice	T J Hennegan	M Thomas
N J Davies		

C-opted Members

D Anderson-Thomas, S Joiner

Officers:

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

45 APOLOGIES FOR ABSENCE.

An apology for absence were received from Councillor A J Jones.

46 DISCLOSURES OF PERSONAL & PREJUDICIAL INTEREST.

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

Councillor M Thomas – Personal – Minute No. 52 (Scrutiny Work Programme 2014 – 15) and Minute No. 54 (Scrutiny Letters). My wife works for the Authority in Adult Social Services. My Mother uses Adult Social Services. Councillor M Thomas stated that he had dispensation from the Standards Committee.

47   **MINUTES:**

RESOLVED that the minutes of the Scrutiny Programme Committee held on 4
August, 2014, be agreed as a correct record.

48   **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.

49   **CABINET MEMBER QUESTION SESSION - CITIZEN, COMMUNITY LEADERSHIP
& DEMOCRACY PORTFOLIO.**

The Chair advised that the Cabinet Member for Citizen, Community Leadership and
Democracy had conveyed apologies as she was unable to attend.

RESOLVED that the matter be deferred to a future next meeting.

50   **WALES AUDIT OFFICE SCRUTINY REPORT: GOOD SCRUTINY? GOOD
QUESTION!**

Tim Buckle and Helen Keatley from the Wales Audit Office gave an overview of the
findings and recommendations of the report of the Auditor General for Wales called
'Good Scrutiny? Good Question!' on scrutiny in Welsh local government and
implications.

They outlined the rationale for the study, the approach taken, and evidence which
informed the findings. They talked about the increasing emphasis on scrutiny, not
just in terms of accountability but as a tool for improvement of local services, and
some weaknesses identified in the recent report of the Williams Commission. The
process of the study involved local authority self-evaluation, peer review and
challenge. As opposed to a detailed inspection or review, the report was founded on
observations over the last 2 years and good practice. The aim was to develop a
model for what good scrutiny looks like, and referred the committee to the outcomes
and characteristics for local government overview and scrutiny which had been put
together.

The report concluded that local government scrutiny in Wales was improving but
councils need to do more to develop consistently rigorous scrutiny to increase public
accountability in decision making. The report highlighted that the impact of scrutiny
was not always clear, although recognised the challenges in the measurement of
good scrutiny. There was also some confusion evident about the roles and
responsibilities of Cabinet Members and Senior Officers in relation to attendance at
scrutiny. Other issues highlighted related to chairing and of the planning and purpose
of scrutiny activities, as well as the quality and range of information provided to
scrutiny, and the way it is dealt with. The report also called for a better alignment of
scrutiny with the activities of auditors (internal and external) and inspectors and
better communication (e.g. around work planning) given similarities in their work, and
building upon their findings. Public engagement, although a long standing issue, was

also highlighted as an area for improvement. The work of Participation Cymru was referenced as a source of useful advice.

Members' asked questions of the representatives from the Wales Audit Office in relation to:

- communication with councillors during the study
- the continuation of Peer Learning & Evaluation Teams (comprising scrutiny members and officer) that were developed as part of this study;
- how scrutiny can benefit from closer working with internal/external auditors and inspectors;
- the outcomes of the national review of public engagement and role of Participation Cymru;
- whether scrutiny offers enough opportunities for councillors to address issues that they are personally passionate about;
- self-evaluation and external peer assessment;
- difficulties associated with measuring the impact and effectiveness of scrutiny; and
- whether different aspects of scrutiny (e.g performance monitoring, in-depth inquiries) have different levels of impact.

The next step for the committee would be to consider the recommendations made within the Good Scrutiny? Good Question! report and incorporate actions into improvement plans.

The recommendations made by the Auditor General for Wales are:

R1: Clarify the role of executive members and senior officers in contributing to scrutiny.

R2: Ensure that scrutiny members, and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.

R3: Further develop scrutiny forward work programming to:
- provide a clear rationale for topic selection;
- be more outcome focussed;
- ensure that the method of scrutiny is best suited to the topic area and
- the outcome desired; and
- align scrutiny programmes with the council's performance management, self-evaluation and improvement arrangements.

R4: Ensure that scrutiny draws effectively on the work of audit, inspection and regulation and that its activities are complementary with the work of external review bodies.

R5: Ensure that external review bodies take account of scrutiny work programmes and the outputs of scrutiny activity, where appropriate, in planning and delivering their work.

R6: Ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes.

R7: Undertake regular self-evaluation of scrutiny utilising the 'outcomes and characteristics of effective local government overview and scrutiny' developed by the Wales Scrutiny Officers' Network.

R8: Implement scrutiny improvement action plans developed from the Wales Audit Office improvement study.

R9: Adopt Participation Cymru's 10 Principles for Public Engagement in improving the way scrutiny engages with the public and stakeholders.

It was noted that later this year the Wales Audit Office would be carrying out an in-depth corporate governance review around November which will look further at progress with and the impact of the Council's scrutiny arrangements.

The chair thanked Tim and Helen and looked forward to future advice on improving scrutiny in Swansea.

RESOLVED that the report and recommendations be considered further to identify actions for improvement.

51 **SCRUTINY PERFORMANCE PANEL PROGRESS REPORT - SERVICE IMPROVEMENT & FINANCE SCRUTINY PERFORMANCE PANEL.**

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

The Panel had held three meetings since the start of the municipal year and commenced a productive, on-going discussion with the Cabinet Member for Finance and Resources which had led to an increase in the Panel's involvement in the budget process for 2015/16.

The Panel was continuing with its usual work or regularly scrutinising quarterly performance and budget monitoring reports, which also included the Policy Commitment Tracker and Budget Savings Tracker.

The Panel had produced 3 Convener's letters to various Cabinet Members providing its views and comments on a range of performance and finance issues.

The future work programme included:

- Review of budget engagement strategy – September 2014
- Consideration of the mid year budget statement – Oct/Nov 2014
- Consideration of public engagement outcomes – December 2014
- Review of budget proposals – February 2015

In addition to engaging with the Cabinet Member for Finance & Resources the Panel was also increasing its contact with other Cabinet Members. This is in line with the Scrutiny Programme Committee's previous instruction to the Panel to hold question sessions with a range of Cabinet Members to monitor the implementation and impact of budget decisions within their portfolios. The first Cabinet Member to attend the Panel to discuss these issues would be the Cabinet Member for Learning & Skills at the September meeting. The Cabinet Member for Children & Young People has also been invited to attend due to the overlaps between their portfolios (confirmation awaited).

The Panel has also indentified the new ICT Contract as a key piece of work that would benefit from scrutiny involvement. Therefore this item will be added to the work plan. The Panel also feels that Flying Start performance would benefit from closer scrutiny and will work this into its timetable.

Finally, the Panel has also included some key service performance reports within its work plan, including Welsh Public Library Standards Annual Performance Report and the Recycling and Landfill Annual Performance Monitoring.

The convener referred to the workload of the Panel and challenges, and praised the support provided to the Panel by the Scrutiny Officer. She informed the committee that the next meeting of the Panel was taking place on 17 September,

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

A discussion ensued regarding the timeliness of Cabinet Member responses to conveners' letter and the chair stated any issues should be referred to him.

RESOLVED that the progress report be noted.

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

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

The committee was reminded of the changes to the work programme agreed at the last meeting, that is to establish a Child & Family Services Performance Panel, and to set up pre-inquiry working groups for potential inquiries into Transformation of Adult Social Services; and Corporate Culture.

The committee was informed of an opportunity to access support from the Centre for Public Scrutiny who were doing a project on transformation and commissioning, which could benefit the scrutiny of the transformation of adult social services. The

committee were supportive of any engagement with the Centre for Public Scrutiny that could add value to what was a challenging and critical agenda, as long as it did not delay this work.

The chair also informed the committee that consideration was still being given to the 2 suggestions for scrutiny made by councillors referred to in section 7 of the report.

RESOLVED that:

a. The Terms of Reference for the Child & Family Services Scrutiny Performance Panel be **AGREED** with an additional word under the section 'What is the Purpose of the Panel' – The Panel will receive and **request** relevant performance reports to monitor and challenge assessments on service performance and quality in respect of children's social services.
b. The Scrutiny Co-ordinator contact the Convenor of the Service Improvement and Finance Scrutiny Performance Panel to pass on the interest of S Joiner (Co-opted Member) in engaging with the Panel's consideration of library performance against the Welsh Public Library Standards.
c. The report of the Data Unit Wales on Local Authority Performance for 2013/14 be added to the agenda of the next meeting.

53   MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS.

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

RESOLVED that the following membership be **AGREED:**

a. Service Improvement & Finance Scrutiny Performance Panel:
   Remove Councillor M Thomas and Councillor C Philpott;
b. Transforming Adult Social Services Scrutiny Inquiry: Membership as reported agreed;
c. Corporate Culture Scrutiny Inquiry: Membership as reported agreed with the addition of Councillor J Curtice, Councillor P Meara and Councillor A Colburn;
d. Child & Family Services Scrutiny Performance Panel: Membership as reported agreed;
e. Corporate Building & Property Services Scrutiny Working Group: Membership as reported agreed;
f. The above Panels / Working Groups (b-d) be asked to identify a convener which should be reported back to the committee for confirmation.

54   SCRUTINY LETTERS:

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

RESOLVED that the letters and action log be **NOTED.**

55   **SCRUTINY DISPATCHES - SEPTEMBER 2014.**

The Chair reported the draft Scrutiny Dispatches for agreement.

RESOLVED that the contents of the report be agreed and submitted to Council on 30 September, 2014.

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

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

The meeting ended at 5.45 p.m.

CHAIR

Report of the Chair

Scrutiny Programme Committee – 29 September 2014

PROGRESS REPORT – SCHOOLS SCRUTINY PERFORMANCE PANEL

Purpose	The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will attend the committee on a regular basis to provide a progress report, updating the committee on headlines from their Panel's work and impact. This report focuses on the Schools Scrutiny Performance Panel.
Content	Councillor Fiona Gordon, convener of the Performance Panel, will update the committee on the work of the Panel and progress.
Councillors are being asked to	• Consider the progress report • Make comments and recommendations as necessary
Lead Councillor(s)	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer(s)	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. **Introduction**

1.1 The Schools Scrutiny Performance Panel is one of four Performance Panels that have been established by the committee. Whilst the work of Inquiry Panels leads to the production of a final report with conclusions and recommendations for cabinet based on evidence gathered on a specific issue, the work of Performance Panels represent regular monitoring of particular services.

1.2 Performance panels are expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services. This correspondence is published within committee agendas to ensure awareness of Panel activities and enable the committee to comment on the matters raised and cabinet member responses, as well as to ensure visibility across the council and public.

1.3   The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panels Conveners will therefore attend the committee throughout the year to provide a progress report to enable a more detailed discussion on the work of each Panel, achievements, effectiveness and impact. The committee may also need to consider any issues arising from Panel activities which may have an impact on the overall scrutiny work programme.

1.4   This report focuses on the Schools Scrutiny Performance Panel. Councillor Fiona Gordon, convener of the Panel, will be present to provide a progress report. To focus the discussion, a short written report is attached as *Appendix 1*.

1.5   The membership of the Panel is as follows:

Labour Councillors: 6

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

Liberal Democrat Councillor: 3

Mike Day	Cheryl Philpott
Paul Meara	

Conservative Councillor: 1

Anthony Colburn	

Other:

Statutory Co-opted Members: 2

Sarah Joiner	Parent Governor
David Anderson-Thomas	Parent Governor

2.   Legal Implications

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

3.   Financial Implications

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

Background Papers: None

22 September 2014
Legal Officer: Nigel Havard
Finance Officer: Ben Smith

Schools Scrutiny Performance Panel Update

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

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

3. **Progress so far this municipal year**
   i.   At the meeting in April an outline of the work programme for the coming year was formulated *(see attached).*
   ii. In June the Panel received an update on progress with the EOTAs Pathways external review from the Chief Education Officer and was informed that the completion of the review was imminent and should be available by September
   iii. In July the Panel reviewed the advice and assistance given to schools and governing bodies around tackling the performance of teachers and dealing with competence issues and recruitment of senior staff in schools. This was highlighted as an issue when meeting with schools last year.
   iv. In August the issue of Elective Home Education was discussed. Members requested this session as they had concerns around safeguarding and how we measure performance for these children.
   v.   In September a session was had with the Chief Education Officer and the new Head of School Improvement around support for schools from challenge leaders and ensuring consistency of advice and guidance to schools.
   vi. Over this period the Panel has also kept up date with individual school Estyn Inspections publications and any advisory/practice documents including for example: the recently published Welsh Government document: *Rewriting the future, raising ambition and attainment in Welsh schools*. This document highlights the need for high expectations of all learners regardless of their socio-economic background and gives a number of recommendations to address this.

4. **Future Work Programme**
   The Panel is currently meeting on a monthly basis (see attached work timetable).
   i.   The Panel will meet with three schools in the October, January and March and will speak to the Headteacher and Chair of Governors of each school. Prior to each of these sessions they will meet the appropriate Challenge Leader. Schools were chosen based on the outcomes identified in Regional Support, Challenge and Intervention Framework (RSCIF).
   ii. The Panel plan in November to look at issues around behaviour and restorative practice and the impact these have on children's performance.
   iii. In December a session dedicated to looking at the Annual Education Performance Data is planned and will include the Cabinet Member and the Chief Education Officer. They will also look at how schools are using their pupil deprivation grants to improve performance of children who receive free school meals.

5. **Action required by the Scrutiny Programme Committee**
   None

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

Meeting date and venue	Item to be discussed
Meeting 1 29 April 14 – 3.30pm	Discuss and agree Panel work programme for the coming year
Meeting 2 5 June 14 – 3.30pm	Update on progress with Education Inclusion / EOTAS Review (Arwyn Thomas)
Meeting 3 3 July 14 - 3.30pm Chamber Meeting Room	Advice / assistance given to Schools and School Governing Bodies in relation to *(Arwyn and Human Resources):* – Tackling poor performance of teachers and dealing with competence issues – Recruitment of senior staff within schools
Education Inclusion Scrutiny Panel will be reconvened to look at this	Meeting to be arranged to look at EOTAS independent review feedback and arising draft action plan *Arwyn will inform Members when this is available*
Meeting 5 21 Aug 14 – 3.30pm Meeting Room 3	• Home Schooling *(Arwyn Thomas)*
Meeting 6 18 Sep 14 – 3.30pm Meeting Room 3	How are we ensuring consistency in teacher and classroom assessments and in support given by Challenge Leaders? *(Arwyn and Head of School Improvement Service)*
Meeting 7 16 Oct 14 – 3.30pm Meeting Room 3	**School 1** (chosen from support and challenge matrix by Panel) • Morriston Secondary School (Headteacher, Chair of Governors and pre meeting with Challenge Leader)
Meeting 8 13 Nov 14 - 3.30pm Meeting Room 3	• Look at how we tackle behaviour issues in schools (policies etc) • How schools deal with drug and alcohol issues • Restorative Practice and its impact (data, case studies and schools views?)
Meeting 9 11 Dec 14 – 3.30pm Meeting Room 3	– Annual Education Performance Data Reporting (Cabinet Member invited) – Use of the Pupil Deprivation Grant (data) - moved from August
Meeting 10 22 Jan 15 - 3.30pm Meeting Room 3	**School 2** (chosen from support and challenge matrix by Panel) • Clwyd Primary School (Headteacher, Chair of Governors and pre meeting with Challenge Leader)
Meeting 11 19 Feb 15 – 3.30pm Meeting Room 3	Look at position and the drive for improvements in: – Numeracy and literacy across the curriculum – Drill down into standards at different key stages *(Arwyn and Challenge Leaders)*
Meeting 12 19 Mar 15 – 3.30pm Meeting Room 3	**School 3** (chosen from support and challenge matrix by Panel) • St Josephs Primary School (Headteacher, Chair of Governors and pre meeting with Challenge Leader)
Meeting 12 16 Apr 15 - 3.30pm Meeting Room 3	• Evaluate your year • Plan year ahead

As at: 25/09/2014

Agenda Item 6

Report of the Convener of the Public Engagement Scrutiny Inquiry Panel

Scrutiny Programme Committee – 29 September 2014

PUBLIC ENGAGEMENT SCRUTINY INQUIRY – FINAL REPORT

Purpose	To present the final report for the scrutiny inquiry into public engagement.
Content	The final report is attached which concludes the inquiry.
Councillors are being asked to	a) Agree the report for submission to Cabinet b) Identify any issues that might be emphasised as the report is presented to Cabinet c) Consider whether any issues arising merit inclusion in the future scrutiny work programme
Lead Councillor	Councillor Joe Hale, Convener
Lead Officer and Report Author	Delyth Davies, Overview & Scrutiny Officer

1. Details

1.1 The final report arising from the Scrutiny Panel's inquiry into how the Council can improve its engagement practices is presented to the Committee for agreement. The attached report presents the conclusions and recommendations arising from the inquiry and is structured in the following way:

- Foreword
- Inquiry Summary
- Aims of the Inquiry
- Evidence Considered
- Conclusions
- Recommendations
- Acknowledgements
- About the Public Engagement Inquiry Panel

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

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

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

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

2. Legal Implications

2.1 There are no specific legal implications at this stage.

3. Financial Implications

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

Background Papers: *see attached report*
Contact: *Delyth Davies, Scrutiny Officer, 01792 637491*
Date: *25/09/2014*

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

Public Engagement
How can the Council improve its engagement practices?

An Inquiry by the Public Engagement Inquiry Panel
City and County of Swansea - Dinas a Sir Abertawe

June 2014

Why This Matters

Convener
Councillor Joe Hale

Good Public engagement is fundamental to the success of any large organisation especially when there are severe economic pressures to contend with such as those affecting public spending at the moment.

This inquiry panel sought to take a fresh look at how the Council engages with communities and people at the forefront of delivering quality services for the residents of Swansea.

The panel believe that all engagement needs to be citizen centred, it needs to be genuine and not tokenistic. Our organisation needs to know who it needs to engage with, when that engagement should take place and why; more importantly it needs to be told the outcomes to those engagement exercises.

In order to bridge the gap in Health, Wealth and Education that exists in Swansea the panel felt that the Council needed an engagement strategy that was inclusive, with citizens being equal partners in delivery of services in a rapidly changing landscape. Only then will we be able to have equality in partnerships and decision making that affects our communities, our environment, where we live and where we work.

Throughout the inquiry the panel recognised the good public engagement that has taken place but we have also recognised where lessons have needed to be learnt.

The panel would like to thank everyone who contributed to the inquiry and it hopes the recommendations will be acted upon and will lead to a more inclusive engagement strategy.
.

Summary

1.   Aims of the Review

- How is the Council meeting the objectives within the Consultation and Involvement Strategy?
- How well is Swansea Voices and other consultation and engagement mechanisms used to engage the public in Council decision making?
- How will the current review of Corporate Culture improve the Council's engagement with staff?
- How does the Council promote engagement in the Local Service Board?
- How will budget cuts impact on the Council's ability to consult and engage its stakeholders?

2.   Evidence Considered

- Briefing report - how the Council delivers its objectives under the Consultation and Engagement Strategy, provided by Head of Service for Communications and Consultation, Lee Wenham, and the Corporate Consultation Co-ordinator, Rhian Millar.
- Consultation and engagement good practice report – examples from within the Council
- National Principles for Public Engagement in Wales – Participation Cymru
- Verbal evidence on external examples provided by the Welsh Local Government Association, Clover Rodrigues
- Question and answer session with the Local Service Board lead officer, Dave Mckenna, and the Chair of the LSB engagement Group, Cllr Christine Richards
- Question and answer session with Corporate Services Director, Dean Taylor and Head of Service for Communications and Consultation, Lee Wenham
- Briefing report and question and answer session the review of corporate culture with Head of HR, Steve Rees

3.   Conclusions

3.1   Swansea Voices is a significant corporate consultation and engagement tool used to understand the views and needs of residents but the social demographic make-was unclear to the panel

3.2   There are excellent examples of consultation and engagement good practice identified across the Council and these should be shared

3.3   The Local Service Board is an important collaborative body and would benefit from greater public engagement and councillor involvement

3.4   The panel is supportive of the Cabinet Member's policy commitments which related to public and staff engagement

3.5   Effective staff engagement is important for continuous organisational improvement

3.6   Councillors are a useful source of information from their wards and communities and could be better engaged during consultations

3.7   The Council uses a variety of methods to communicate with residents of Swansea

4.   Recommendations

The Panel recommends to Cabinet that it:

4.1   Provides information via a variety of media, including Swansea Voices, to councillors and residents on how to become a Swansea Voices panellist, how it functions, the social demographic profile of the panel, results and outcomes.

4.2   Reviews the social demographic make-up of Swansea Voices and takes any action required to ensure that the panel is representative of the communities of Swansea.

4.3   Reports to Council on how Swansea Voices influences policy development and Council decision making.

4.4   Ensures that all consultation and engagement is carried out in line with any the National Principles for Public Engagement in Wales, with a particular focus on participant feedback.

4.5   Senior managers must increase visibility to services users during public consultation and engagement events.

4.6   Increases community involvement in significant planning issues by setting up community planning groups, going beyond the statutory to notify residents.

4.7   Increases non-executive councillor engagement in the Local Service Board by holding open meetings and providing meeting details and minutes to all councillors.

4.8   Improves public engagement in the Local Service Board by making its meetings open and accessible to the public.

4.9   Works with the LSB to develop greater coordination of engagement between the LSB partners and develops the LSB Engagement Group as a group of experts providing advice to the wider LSB on consultation and engagement.

4.10   Implements a programme of regular and ongoing staff engagement which encourages openness and sharing of ideas and which has clears link to the Chief Executive ("golden thread") by the end of the calendar year.

4.11   Keeps staff informed on a quarterly basis of changes within the organisation as a result of the review of corporate culture.

4.12   Includes in the Consultation and Engagement Strategy a method to inform councillors of consultation and engagement in their wards and to consult with them, where appropriate, as a stakeholder group.

4.13   Includes in the Consultation and Engagement Strategy clear processes to capture information from consultation and engagement; feed it into departments; communicate to participants the change and difference as a result of the consultation

4.14   Ensures that all relevant and public consultation and engagement opportunities continue to be posted in the "Have Your Say" section on the website and that this this retains its visibility on the Council's homepage.

4.15 Reviews the use, format and focus of the Swansea Leader through engagement with readers and cross-party, non-executive councillors to ensure that it is relevant, provides value for money and is used to its full potential.

4.16 In the face of growing demand from the public, maintains provision for face to face contact for residents wishing to engage with the Council in this way.

Full Report

1. Aim of the Inquiry

1.1 The aim of the Inquiry was to examine how well the Council engages the public, staff and external stakeholders and how it can improve its engagement practices

2. Evidence Considered

2.1 The inquiry was carried out in by the Public Engagement Scrutiny Inquiry Panel over a period of 7 months. The panel held 7 evidence gathering session and 2 additional sessions to write the final report.

2.2 The following evidence was considered by the Inquiry Panel between September 2013 and April 2014

Date	Meeting	Evidence considered
11/9/13		Inquiry pre-briefing
28/10/13		Consultation & Engagement Strategy Consultation & engagement good practice
3/12/13		Engagement in the Local Service Board
16/12/13		Cabinet Member's policy commitments
20/1/14		Consultation & engagement good practice and the national perspective
24/2/14		Budget cuts and the Council's ability to consult and engage stakeholders
24/3/14		Corporate culture and staff engagement

3.   Conclusions

3.1   Swansea Voices is a significant corporate consultation and engagement but the demographic make-up of it was unclear to the panel

3.1.1   The Council has a duty to consult and engage with residents it provides services for. It does this to:
- Plan services and make them more cost effective
- Provide Citizen Centred Service Delivery
- Develop new ideas
- Improve local democracy and feelings of involvement
- Develop better policies and priorities
- Undertake scrutiny, review and performance.
- Promote community cohesion, inclusion and participation

3.1.2   The Council uses a variety of methods to consult and engage including research activities, information giving, consulting on opinions, direct involvement of stakeholders in service development, collaboration and partnership working in decisions and empowerment of stakeholders to make decisions.

3.1.3   One of the methods used is Swansea Voices Citizens' Panel. The panel consists of a representative sample of 1,250 residents who are regularly consulted by the Council about its services and local issues. The panel has been in operation since 1999. Its membership is regularly refreshed to ensure the Panel continues to be representative of the County's population and to give as many people as possible the opportunity to take part.

3.1.4   The panel was informed that Swansea Voices is one of the main corporate consultation mechanisms used by the Council to ascertain views and opinions of the public on Council service issues, policies and developments. It learned that the majority of the corporate consultation budget was spent on Swansea Voices. Recent areas of consultation have covered subjects such as views of the local neighbourhood and the City Centre; perceptions of safety and security; use of Council services and priorities for the Council's budget.

3.1.5   The panel welcomed the variety of consultation and engagement methods including Swansea Voices. The panel agreed that Swansea Voices could be effectively used for Council policy development but it was not clear how departments used the results and analysis of Swansea Voices. The panel felt that councillors needed to be better informed about Swansea Voices including the results and outcomes of the surveys, how it functioned, the demographic make-up of it and how residents could become a member of Swansea Voices.

3.1.6   The panel concluded that Swansea Voices was a significant and important corporate consultation tool. More needed to be done to understand how the data and analysis was used to influence policy decisions and changes to service

delivery. The panel also concluded that it was of the utmost importance that Swansea Voices was truly representative of the communities within Swansea. The panel therefore recommends that Cabinet:

Provides information via a variety of media, including Swansea Voices, to councillors and residents on how to become a Swansea Voices panellist, how it functions, the social demographic profile of the panel, results and outcomes.

Reviews the social demographic make-up of Swansea Voices and takes any action required to ensure that the panel is representative of the communities of Swansea.

Reports to Council on how Swansea Voices influences policy development and Council decision making.

3.2 There are excellent examples of consultation and engagement good practice identified across the Council and these should be shared

3.2.1 Service areas across the Council have developed successful and effective processes for consulting and engaging their stakeholders. The WLGA attended the evidence gathering session which considered good practice and the organisation said that "Swansea is ahead of the game in terms of its consultation practise: it consults in a real and effective way using many different processes".

3.2.2 The panel found evidence of this when it invited representatives from the Children and Young People Participation Team, Community Regeneration Team and the Planning Team to talk to the panel about their consultation practices. The panel was impressed by the scope and extent of recent consultations on the Local Development Plan, Target Area consultation and engagement to tackle poverty and consultation with young people and the Swansea Safeguarding Children Board (SSCB).

3.2.3 Each of these consultations were well thought out and scoped, aims and objectives were agreed, a range of methods were used including questionnaires, workshops, interviewer completed questionnaires, social media, online consultation pages, public consultation events and innovative practice was encouraged.

3.2.4 The panel found evidence of innovative practice during each of the consultation and engagement good practice examples. During the Swansea Safeguarding Children Board consultation 30 young people and the members of the Board were brought together in one event to make the SSCB more accessible to the young people. The panel heard that Target Areas each had their own engagement officers whose role it was to encourage greater direct community involvement in developing an approach to tackle poverty in Target Areas. To stimulate greater public involvement and engagement in the Local Development Plan the team adopted creative and new approaches to ensure that the consultation was more inclusive and that the resulting policy making was more transparent. This was achieved by a multi-faceted media, public relations and information campaign to raise the profile, providing accessible information for the different types of consultees and undertaking a range of consultation and

engagement activities to ensure as many people as possible were able to contribute.

3.2.5   A common theme that the panel found was that the consultation and engagement activities were taken to the stakeholders so that their involvement was made as easy as possible.   The panel also noted that each of these consultations and the innovative practice were all carried out within existing resources, each drew on internal support and support from partners, officers were visible and a good range of engagement methods were used.

3.2.6   In conclusion the panel felt that there were some excellent examples of good practice consultation within the Council and the panel welcomed the WLGA's opinion on consultation in Swansea and felt that this and good practice should be shared throughout the organisation. The panel therefore recommends to Cabinet that it:

Ensures that all consultation and engagement is properly scoped and carried out in line with the National Principles for Public Engagement in Wales, with particular focus on participant feedback.

Senior managers must increase their visibility to services users during public consultation and engagement events.

Increases community involvement in significant planning issues by setting up community planning groups, going beyond the statutory to notify residents.

3.3   The Local Service Board is an important collaborative body and would benefit from greater public engagement through councillor involvement

3.3.1   The Local Service Board had recently undergone a structural change to improve the way it works to provide better support to frontline work. A new Engagement Group was established to support the Local Service Board in effective engagement with the public and professionals.

3.3.2   The panel recognised the importance of the Local Service Board as a collaborative body that works across service delivery organisations and partnerships to identify and improve the key health, social and economic challenges in Swansea.

3.3.3   At the time of the inquiry the panel found that engagement in the Local Service Board had been limited to organisations that were members of the it, councillor engagement had been limited and public engagement in the LSB had primarily bee associated with the consultation for the One Swansea Plan.

3.3.4   The panel felt that greater public engagement in the Local Service Board could help improve the outcomes of the Local Service Board and through its discussions, identified a number of ways in which greater public involvement could be achieved.
- Educate the public: Give the Local Service Board a public face through communication channels to promote why the Local Service Board exists, what it does, what it's achieved and what it hopes to achieve.

- Make the Local Service Board relevant: Narrow the focus of the consultation to stimulate engagement from particular groups that have something to contribute on a specific issue - if an issue affects people they have an incentive to get involved. Not all issues are suited to public engagement.
- Make it accessible - make it easy for people to be involved and to contribute to consultations, engagement exercises, community events. Don't reinvent the wheel, use existing networks, mechanisms to provide ways for people to be involved
- Acknowledge that not everyone has the desire to be involved and that participation might be limited to small numbers.

3.3.5 In conclusion the panel felt that Swansea's Local Service Board would benefit from increased public engagement. The panel therefore recommends to Cabinet that it:

Works with the LSB to develop greater coordination of engagement between the LSB partners and develops the LSB Engagement Group as a group of experts providing advice to the wider LSB on consultation and engagement.

Increases non-executive councillor engagement in the Local Service Board by holding open meetings and providing meeting details and minutes to all councillors.

Improves public engagement in the Local Service Board by holding open meetings

3.4 The panel is supportive of the Cabinet Member's policy commitments which related to public and staff engagement

3.4.1 The Cabinet Member's policy commitments in this area are:
- Collaboration and a "Team Swansea" approach
- Improving citizen engagement
- Improving staff consultation and engagement and encourage the sharing of ideas
- Reviewing the Corporate Culture of the Council

3.4.2 The panel welcomed the Cabinet Member's commitment to collaboration and agreed that working in an outward facing collaborative way with regional bodies such as the Western Bay in Health and Social Care and the Regional Consortia in Education would produce benefits for the Council.

3.43 The Cabinet Member considered that the engagement with young people on the budget proposals was an effective consultation and was keen to use the model in other consultations. The panel welcomed the review of Corporate Culture and agreed that genuine staff engagement was vital to the corporate health of the Council.

3.4.5 The panel felt that these policy commitments would help the Council improve its engagement with the public, staff and external stakeholders and its engagement

practices. The panel therefore endorses and supports the Cabinet Member's policy commitments in this area.

3.5   Effective staff engagement is important for continuous organisational improvement

3.5.1   The Cabinet Member is committed to improving staff consultation and engagement and to encouraging the sharing of ideas. The last council-wide staff survey was in 2008 and1.5k responses were received. The panel learned that staff surveys have been carried out since 2008 but more often on particular issues and conducted online. It concerned the panel that there were still many council employees who were not office based and therefore did not have IT access to contribute their views to online staff surveys. The panel welcomed the new strategy that would focus on staff without IT access to ensure that they had the opportunity to contribute their opinions and ideas.

3.5.2   The panel learned about the establishment of the staff survey group that was set up to look at employee engagement and good practice in this area. The group will also help develop the staff survey that will be available to staff to complete later in the summer. The panel welcomed this agreed that this would help the Council understand how staff want to be engaged and the issues they want to be engaged on.

3.5.3   The panel was pleased to hear that staff engagement does not incur high expenditure costs but rather it is time costly when it comes to analysing and reporting on the results; with staff reductions this could pose a risk to the achievement of greater staff engagement.

3.5.4   The panel felt that significant consultation such as the Council-wide survey needed involvement and visibility of Cabinet Members and senior officers to demonstrate the importance of the survey and the importance of staff to be involved and contribute their ideas.

3.5.5   The panel felt that there were a number of good communication tools that were used to communicate with staff – for example Jack's weekly blog and StaffNet. The panel agreed they were good information sharing tools but that on big corporate issues it would be good practice to have an engagement plan with different types of engagement activities which enabled the involvement of as many people as possible.

3.5.6   In conclusion the panel felt that staff engagement needed to be regular, feedback provided in a timely fashion which clearly demonstrated how staff views had impacted on changes. The panel felt it important that staff were encouraged to be open and honest when providing their views and that engagement should be regular and ongoing. The panel was supportive of the Council-wide staff survey and felt that the staff survey group was a positive development. The panel therefore recommends to Cabinet that it:

Implements a programme of regular and ongoing staff engagement which encourages openness and sharing of ideas and which has clears link to the Chief Executive(the "golden thread") by the end of the calendar year.

Keeps staff informed on a quarterly basis of changes within the organisation as a result of the review of corporate culture.

3.6   Councillors are a useful source of information from their wards and communities and could be better engaged during consultations

3.6.1   It was acknowledged during the evidence gathering sessions that councillors are useful source of information from their wards and that they could be much better engaged during consultations.   It was also acknowledged that capturing information from councillors is a challenge. The panel felt that councillors were key stakeholders of the Council, were valid consultees and they were a good way into communities for departments undertaking consultation and engagement activities.

3.6.2   Effective consultation and engagement brings extensive benefits to the citizens and agencies involved, including knowledge of local issues which allows service providers to reach a better understanding of their communities and be more in tune with needs or problems as they arise.   Councillors, in their role as the community voice are well placed to help achieve this benefit.

3.6.3   The current consultation and engagement strategy is undergoing a revision. The panel felt that this was an opportune time to include within the framework practice that improves involvement of councillors in corporate and service delivery consultations.

3.6.4   In conclusion the panel felt that Councillors offered valuable and unique perspectives and needed to be an integral part of consultation and engagement practices. The panel therefore recommends to Cabinet that it:

Includes in the Consultation and Engagement Strategy a method to inform councillors of consultation and engagement in their wards and to consult with them, where appropriate, as a stakeholder group.

Includes in the Consultation and Engagement Strategy clear processes to capture information from consultation and engagement; feed it into departments; communicate to participants the change and difference as a result of the consultation.

3.7   The Council uses a variety of corporate communication methods to engage with residents of Swansea

3.7.1   It was found that the Council, within departments as evidenced in previous sections of this report, and corporately used a wide variety of methods to communicate with residents of Swansea, keep them informed of developments & important issues and enable residents to conduct their business with the Council. The panel welcomed this and agreed that a wide variety of communication methods was important to ensure that all residents had the ability to engage with the Council.

3.7.2   The panel was pleased to hear that the corporate consultation budget had not

been reduced in the last budget and that capacity within this service area was not affected. The panel learned that the Council's role to consult and engage with the public and stakeholders would be developed rather than be reduced. The recent budget consultation moved away from the traditional type of consultation which has asked residents to rate services. Rather, it tried to engage residents in a conversation about how they felt about services and how they would like to see services provided. The panel learned that this was the direction that the Council wanted to move in but that this type of consultation takes time to develop.

3.7.3   As well as Swansea Voices which has been addressed in previous sections of this report, the council uses a number of other corporate consultation methods. The Swansea Leader is delivered to 105,000 homes in Swansea, six times per year and costs £74,000 per year to print and deliver. The Swansea Leader offers the Council an opportunity to reduce advertising costs in other media and it is a proven way to disseminate information directly to residents. The effectiveness of the Swansea Leader is regularly tested via Swansea Voices and in the last survey it was ranked 2nd behind the Evening Post as a source of council information. The panel was supportive of the Swansea Leader but felt that now was an appropriate time to review the use of the Leader to ensure that it represented value for money

3.7.4   The Council also has the website as a means of communication with the public. There is a "Have your Say" section on the front page of the website which invites visitors to the website to take part in current consultations. The number of visits to the Council's website has increased year on year from 2.5million visits in 2011, 3 million in 2012 and 3.2 million in 2013. The panel learned that the use of social media within the Council as a means of communication, consultation and engagement is in development and will be part of a package of tools used by the Council. There were 29 Twitter accounts and 27 Facebook accounts across the Council in regular use. The Council will need to develop skills within the organisation to use social media to the greatest effect.

3.7.5   A very visible and valued method of communication was the contact centre. The panel felt that this was an important service that provided the opportunity of face to face or telephone contact for residents of Swansea. The panel acknowledged that many residents value the importance of being able to speak directly to an officer within the Council to help them resolve an issue or provide them with information or advice. The Contact Centre, along with the wide variety of print, written, social media and electronic communication and engagement methods ensures that all residents have the opportunity to transact business with the Council, receive and share information and to take part in consultation and engagement activities.

3.7.6   The panel felt that corporate communications had a role within the Council to help services and departments improve their consultation and engagement practices. There were a number of recent examples of consultations where lessons needed to be learned, for example the EMLAS, care homes and respite consultations. A number of lessons could be taken from these and shared, such as, consultation proposals and information provided were not specific enough, lack of communication between departments and corporate consultation and the

location of consultation events. Given that the Council will continue to feel budget pressures and there will be less resource available for expenditure on consultation, departments and the corporate consultation service will need to strengthen their working relationships to ensure that departments' consultation and engagement exercises are successful and provide value for money

3.7.7   In conclusion the panel felt that smarter use of existing consultation, engagement and information tools and improved working between service department and the corporate consultation unit will help to offset the effects of reduced resources and budget pressures. The panel saw the value of electronic communication and social media but felt that maintaining a face to face option of communication for residents in the form of the contact centre was important. This wold ensure that a wide variety of methods were available to all residents of Swansea. The Swansea Leader is a valued communication tool but the authority must continue to ensure that it represents value for money. The panel therefore recommends to Cabinet that it:

Ensures that all relevant and public consultation and engagement opportunities continue to be posted in the "Have Your Say" section on the website and that this this retains its visibility on the Council's homepage.

Reviews the use, format and focus of the Swansea Leader through engagement with readers and cross-party, non-executive councillors to ensure that it provides value for money and is used to its full potential.

In the face of growing demand from the public, maintains provision for face to face contact for residents who wish to engage with the Council in this way.

4. Recommendations

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

The Board recognises that the Authority

(a) will need to ensure that any subsequent actions are legal and meet the requirements of any relevant legislation;

(b) has a responsibility to make the best use of limited resources and that any additional costs will need to be considered carefully as part of the annual budget setting process.

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

The Board recommends to Cabinet that it:

4.1   Provides information via a variety of media, including the Swansea Leader, to councillors and residents on how to become a Swansea Voices panellist, how it functions, the social demographic profile of the panel, results and outcomes.

4.2   Reviews the social demographic make-up of Swansea Voices and takes any action required to ensure that the panel is representative of the communities of Swansea.

4.3   Reports to Council on how Swansea Voices influences policy development and Council decision making.

4.4   Ensures that all consultation and engagement is carried out in line with any the National Principles for Public Engagement in Wales, with a particular focus on participant feedback.

4.5   Senior managers must increase visibility to services users during public consultation and engagement events.

4.6   Increases community involvement in significant planning issues by setting up community planning groups, going beyond the statutory to notify residents.

4.7   Increases non-executive councillor engagement in the Local Service Board by holding open meetings and providing meeting details and minutes to all councillors.

4.8   Improves public engagement in the Local Service Board by making its meetings open and accessible to the public.

4.9   Works with the LSB to develop greater coordination of engagement between the LSB partners and develops the LSB Engagement Group as a group of experts providing advice to the wider LSB on consultation and engagement.

4.10   Implements a programme of regular and ongoing staff engagement which encourages openness and sharing of ideas and which has clears link to the Chief Executive ("golden thread") by the end of the calendar year.

4.11   Keeps staff informed on a quarterly basis of changes within the organisation as a result of the review of corporate culture.

4.12   Includes in the Consultation and Engagement Strategy a method to inform councillors of consultation and engagement in their wards and to consult with them, where appropriate, as a stakeholder group.

4.13   Includes in the Consultation and Engagement Strategy clear processes to capture information from consultation and engagement; feed it into departments; communicate to participants the change and difference as a result of the consultation.

4.14   Ensures that all relevant and public consultation and engagement opportunities continue to be posted in the "Have Your Say" section on the website and that this retains its visibility on the Council's homepage.

4.15   Reviews the use, format and focus of the Swansea Leader through engagement with readers and cross-party, non-executive councillors to ensure that it is relevant, provides value for money and is used to its full potential.

4.16   In the face of growing demand from the public, maintains provision for face to face contact for residents wishing to engage with the Council in this way.

Acknowledgements

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

Amanda Williams, Manager, Participation Cymru

Rhian Millar, Corporate Consultation Co-ordinator, CCS

Euros Owens, Manager, Access to Services, CCS

Lee Wenham, Head of Service, Communications and Consultation

Councillor Christine Richards, Cabinet Member, Citizen & Community Engagement & Democracy, CCS

Steve Rees, Head of Human Resources, CCS

Daniel Jones, Welsh Government

Julie Gosney, Children's Rights & Participation Manager, CCS

Katie Spendiff, Children & Young People's Participation Officer, CCS

Anthony Richards, Communities First Collaborative Working Connections Officer, CCS

Rachel Davies, Planning Officer, CCS

Clover Rodrigues, Policy Officer Improvement & Governance, Welsh Local Government Association,

About the Public Engagement Scrutiny Inquiry Panel

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

Members of the Panel
Joe Hale
Ann Cook
Fiona Gordon
Terry Hennegan
Yvonne Jardine
Andrea Lewis
Lesley Walton
Mary Jones
Susan Jones

Co-opted Members
Amanda Williams

For further information contact:
Delyth Davies
Overview & Scrutiny Officer
City and County of Swansea
Delyth.davies@swansea.gov.uk
(01792 637491

Report of the Chair

Scrutiny Programme Committee – 29 September 2014

**IMPROVING COMMUNICATION AND
PUBLIC ENGAGEMENT WITH SCRUTINY**

Purpose	To propose how scrutiny can improve its communication and public engagement.
Content	The report includes a discussion of how scrutiny can improve in terms of: • Raising awareness of the work and impact of scrutiny • Including public contributions in the work of scrutiny • Ensuring that the voice of the public is heard within council decision making An action plan is also proposed.
Councillors are being asked to	• Consider and endorse the proposals • Act on the proposals that relate directly to their own roles within scrutiny
Lead Councillor(s)	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer(s)	Dean Taylor, Director – Corporate Services Lee Wenham, Head of Communications and Customer Engagement
Report Author	Dave Mckenna, Scrutiny Manager Tel: 01792 637257 E-mail: dave.mckenna@swansea.gov.uk

1. **Introduction**

1.1 Communication and public engagement have become increasingly important aspects of the work of scrutiny. Guidance for the Local Government Measure (2011) states, for example:

Engaging the public more deeply in scrutiny activity may be regarded as a hall-mark of healthy democracy. Better communication about local decision making processes and greater representative participation will help ensure more direct experiences of community life inform strategic thinking and operational practice.

1.2 More recently the Wales Audit Office report: 'Good Scrutiny? Good Question!' argued that 'more effective engagement with the public and partners will improve scrutiny and increase public accountability'. The Characteristics of Effective Scrutiny, developed in parallel with that

report, highlights better engagement, along with better outcomes and better decisions as one of the three things that good scrutiny should seek to achieve. This is so that: 'Overview and scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes'.

1.3 At the same time the Council has underlined its commitment to public engagement by incorporating the Principles of Public Engagement, developed by Participation Cymru working with TPAS Cymru, into its Consultation and Engagement Strategy.

1.4 This report considers communication and public engagement at the same time. While closely linked these are of course separate ideas. Communication is primarily a one way activity designed to inform and promote awareness. Engagement, on the other hand, is two way. Participation Cymru defines it like this: 'An active and participative process by which people can influence and shape policy and services that includes a wide range of different methods and techniques'.

2. Aims

2.1 In terms of scrutiny, communication and public engagement should have three aims:

- To raise awareness of the work and impact of scrutiny
- To include public contributions in the work of scrutiny
- To ensure that the voice of the public is heard within council decision making

2.2 The remainder of the report will consider each of these aims in turn setting out a brief analysis of the current position and highlighting proposals for improvement. These proposals have been captured in an action plan that can be found at *Appendix 1*.

3. Raising Awareness of the Work and Impact of Scrutiny

3.1 While councillors have a good awareness of the work of scrutiny, others are less aware:

- Only 53% of staff respondents to the 2014 annual scrutiny survey said they have a good understanding of the work of scrutiny (see the Scrutiny Annual Report)
- Research for a recent Cardiff scrutiny report into public engagement with scrutiny suggests that only 2% of the public have an understanding of what scrutiny does

3.2 While awareness of what scrutiny does, particularly for the public, may not, by itself, be so important, effective communication does provide the platform for engagement more generally. It ensures that people are

aware of opportunities to get involved and gives them confidence that it will make a difference if they do.

Current Activity

3.3 The following communications are produced for the Committee by the Scrutiny Team.

- Agenda papers / packs
- Scrutiny letters
- Reports for committee / panels / working groups
- Inquiry reports

- Scrutiny Dispatches
- Witness guides
- Emails
- Blog posts
- Press releases

3.4 In addition the Scrutiny Team manages the following communications channels:

- Dedicated scrutiny webpages on Swansea.gov.uk
- Swansea Scrutiny bilingual blog site
- The @swanseascrutiny and @craffuabertawe twitter feeds

3.5 The Scrutiny Team also works with the Communications Team to generate content for:

- Staffnet
- Council website news pages

3.6 Reports and activities are also advertised through the regular publication of agendas via the Democratic Services function.

3.7 Communication is an important aspect of the scrutiny officer role. For this reason each job description includes 'communication' as one of five core competencies which is detailed as follows:

- Prepare detailed and comprehensive public reports setting out the findings, conclusions and recommendations of in depth scrutiny inquiries
- Prepare agendas, reports, letters, minutes and notes for councillor meetings including public meetings
- Publicise the work of scrutiny including through the preparation of draft press releases
- Deal with public enquiries and ensure that public requests for scrutiny are dealt with in line with the agreed protocol
- Communicate directly with the public through social media including blogging and twitter

Improvement Proposals

3.8   With advice from the Council's Communications Team three proposals are presented here to improve the existing activity in relation to raising awareness.

- Build communications planning into the work of the Committee, panels and working groups
- Focus on and promote a small number of 'significant stories' through a number of channels
- Councillor to act as communication champions

Each will be discussed in turn.

Build communications planning into the work of the Committee, panels and working groups

3.9   One way to improve communications is to think about the different groups of people that communications are directed at and to think about their different needs when designing campaigns.   Such stakeholder mapping can be a useful part of communications planning. There are a number of different ways of thinking about the people that scrutiny might want to communicate with.   One example, using the metaphor of the theatre, is provided at *Appendix A*.

3.10   In order to tailor communications to the needs of different groups it is proposed that a series of communication checklists are adopted and used for different aspects of the work of scrutiny.   The proposed checklists, which can be found at *Appendix B*, cover:

- Cabinet Member Question and Answer sessions
- Inquiry Panels
- Performance Panels
- Working Groups
- Scrutiny Dispatches

Focus on and promote a small number of 'significant stories' through a number of channels

3.11   For most people outside of the scrutiny world, the fact that an activity is being conducted by scrutiny is unimportant; it is the nature of the work and its impact that matters.   At the same time scrutiny is competing with many other sources of news and information.

3.12   For these reasons scrutiny should concentrate on promoting no more than six public interest stories through the course of the year.   In essence this means undertaking a mini media campaign, across a number of channels for these stories. Each campaign will be designed with advice from the Councils Communications Team.

Councillors acting as communication champions

3.13   Much of the work to support communications and media campaigns will be done by the Scrutiny Team working with other officers, for example the Council's Communication Team. However, to be really effective, these activities would also benefit from additional involvement by councillors. It is right in any case that the councillors undertaking scrutiny work act as the public face to promote it.

3.14   While it is the role of the chair and the vice chair of the committee to represent scrutiny in terms of press releases etc, other councillors can help raise awareness of scrutiny in a number of ways, for example by highlighting relevant pieces of scrutiny work:

- At meetings such as community councils, residents groups, management committees or school governors'
- Through newsletters
- Through social media
- Directly to contacts and anyone who might have an interest in that particular topic

3.15   Councillors have extensive community networks that they can utilise to promote scrutiny work. By thinking of themselves as communication champions for the scrutiny work that they are involved in there is the potential to use these networks for the benefit of scrutiny.

4.   Including Public Contributions in the Work of Scrutiny

4.1   The Wales Audit Office report: 'Good Scrutiny? Good Question!' emphasises the importance of public engagement for an effective scrutiny function. This is about much more than raising awareness but refers to the way in which the public can provide important evidence for scrutiny work.

4.2   Two-way public engagement is, however, challenging and can take a number of forms. The Wales Audit Office report, for example, suggests a number of options that council's might look at:

- Use of social media
- Co-option
- Citizens' panels
- Public friendly meetings
- Public input into work planning

4.3   While progress is being made, particularly in the use of social media, much remains to be done. The Scrutiny Inquiry Panel looking at the Council's approach to public engagement has found that many people still prefer to receive information through, for example, the Swansea Leader and the Council Website. More could certainly be done to promote scrutiny through these channels. Swansea's use of informal

panels for scrutiny should also provide an opportunity to promote public engagement.

4.4   One idea, suggested by the Wales Audit Office report is to apply the National Principles for Public Engagement that have been developed by Participation Cymru working with TPAS Cymru. These principles, which already form part of the council's overarching consultation and engagement strategy, provide a good framework for evaluating and improving how scrutiny approaches public engagement.

4.5   An assessment of scrutiny's public engagement work against the national principles can be found at *Appendix C*. The improvements suggested by this assessment are as follows:

Work Planning
- Using the annual scrutiny work planning conference to identify possible areas of planned corporate work that scrutiny can contribute to.

Inquiry Scoping
- During the scoping stage of an inquiry it needs to be made clear what can and can't be achieved.
- Stakeholder mapping to be done during the scoping process of all inquiries.

Partnership Working
- More use of partners to complete or assist with consultation exercise with their service users.

Planning Activities
- During engagement planning participants to have the opportunity to highlight any barriers.

Delivering Activities
- Training for councillors in questioning skills and engagement of the public.
- During engagement participants to be asked how they would like to receive feedback.

Evaluation
- Any lessons learned from engagement to be shared through the annual report.
- Evaluation of engagements to be shared with all participants in a format that is suitable for them.

5.   Ensuring the Voice of the Public is Heard Within Council Decision Making

5.1   Aside from the engagement undertaken as part of the scrutiny work programme, scrutiny has the potential to foster engagement in the decision making process more generally. For example scrutiny could act as a clearing house for consultation results (e.g. Swansea Voices) and oversee specific pieces of work on behalf of the Council such as budget consultation or engagement for the One Swansea Plan.

5.2   Scrutiny is well placed to take on this wider role. The involvement of councillors, independence from the executive and the specialist skills within the Scrutiny Team all point to scrutiny's suitability. From a council perspective utilising scrutiny in this way could ensure a more streamlined, visible and coordinated approach to public engagement and a more efficient use of resources.

5.3   Any public engagement work would need to be proposed by the relevant Cabinet Member and then considered by the Scrutiny Programme Committee as part of its work plan. Such proposals should also form part of the Scrutiny Annual Work Planning Conference.

6.   Next Steps

6.1   The proposals contained in this report have been summarised in the attached action plan for the Committee to consider and endorse (*Appendix D*).

7.   Legal Implications

7.1   There are no specific legal implications raised by this report at this stage.

8.   Financial Implications

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

Background Papers: None

4th September 2014

Legal Officer: Nigel Havard
Finance Officer: Ben Smith

APPENDIX A: Example of a Stakeholder Map for Scrutiny

Stakeholder Group	Characteristics
1. The Scrutineers 'Cast and Crew'	
• Scrutiny Programme Committee and Panel members • Democratic Services Committee • Non executive councillors • Scrutiny Officers	• High awareness • General interest and high level of involvement in some topics • Influence over scrutiny practice • Undertake scrutiny activities
2. Corporate Support 'Theatre Management and Staff'	
• Cabinet • Executive Board • Departmental management teams • Democratic Services and Legal	• High awareness • General interest in range of issues • Regular / scheduled involvement / input • Influence the environment that scrutiny operates in • Provide support, information and advice
3. Potential Contributors 'The Guest Stars'	
• Council staff • Partner agencies • Welsh Government • Press / Media • Voluntary sector • Community councils • Community / representative groups	• Some awareness • Interested in specific issues • Occasional involvement / interest in particular pieces of work • Can influence others and raise awareness • Provide evidence on particular topics
4. The Wider Public "The Audience"	
• Public • (Press / media)	• Low awareness • Potential future visitors

APPENDIX B: Communication Checklists

1. Cabinet Member Question and Answer sessions

What	How	Who
Invitation to suggest questions	Blog post / Twitter	Staff, Public, Partners
	Email	Councillors

2. Inquiry Panels

What	How	Who
Call for evidence	Blog post / Twitter	Staff, Public, Partners
	Email	Councillors
	Relevant newsletters e.g. Open House, partner newsletters	Public, service users, relevant professionals
	Swansea Leader Press Release for SW Evening Post	Public, service users
	Relevant websites e.g. Swansea.gov.uk, staffnet, partner organisations etc	Public, service users, relevant professionals
	Include question in Swansea Voices survey if available	Public, service users
Invitation to observe evidence session	Blog post / Twitter	Staff, Public, Partners
	Direct Email/Telephone	Staff, Partners, relevant professionals
Feedback from evidence session or research activity	Blog post / Twitter	Staff, Public, Partners
	Email	Staff, Public, Partners
Announce final report	Blog post / Twitter	Staff, Public, Partners
	Staffnet	Staff
	Swansea.gov.uk	Public, service users
	Swansea Leader	Public, service users
	Press release for SWEvening Post	Public, service users
	CfPS – put in library	Relevant professionals
Announce report being presented to Cabinet	Blog post / Twitter	Staff, Public, Partners
Announce cabinet	Blog post / Twitter	Staff, Public, Partners

response

Invitation to observe follow up session	Blog post / Twitter	Staff, Public, Partners
	Direct Email/Telephone	Staff, Public, Partners

3.   Performance Panels

What	**How**	**Who**
Invitation to observe meeting	Blog post / Twitter	Staff, Public, Partners
Feedback from meeting	Blog post / Twitter	Staff, Public, Partners

4.   Working Groups

What	**How**	**Who**
Invitation to observe meeting	Blog post / Twitter	Staff, Public, Partners
	Direct Email/Telephone	Staff, Partners, relevant professionals
Feedback from meeting	Blog post / Twitter	Staff, Public, Partners
	Email	Councillors

5.   Scrutiny Dispatches

What	**How**	**Who**
Publish dispatches	Blog post / Twitter	Staff, Public, Partners
	Staffnet	Staff

6.   Scrutiny Work Plan

What	**How**	**Who**
Invitation to suggest items for scrutiny	Swansea Leader	Public, Service Users
	Swansea Voices	Public, Service Users
	Staffnet	Staff
	Scrutiny Website	Councillors, Public
	Annual Scrutiny Survey	Councillors, Staff, Partners, Public
Information about all upcoming meetings	Blog post / Twitter	Councillors, Staff, Public, Partners
Invitation to provide feedback on the work of scrutiny	Annual Scrutiny Survey	Councillors, Staff, Partners, Public

APPENDIX C: Assessment Using the National Principles of Public Engagement

Principle	Success Criteria	Positive Practice	Areas for Improvement
Engagement is effectively designed to make a difference	• A real chance to influence policy, service design and delivery from an early stage • Being clear from the start as to whether engagement is needed or not • Being clear about what can and can't be achieved • Measuring the outcomes or results to show how it has made a difference	• Recent recommendations have had a positive impact on policy and service delivery. • During the scoping process of inquiries it is decided what consultation is required. • The follow up process of an inquiry includes looking at what has changed since the report originally went to Cabinet, whether the agreed recommendations have been implemented and what has been the impact of the scrutiny inquiry.	• Using the annual scrutiny work planning conference to identify possible areas of planned corporate work that scrutiny can contribute to. • During the scoping stage of an inquiry it needs to be made clear what can and can't be achieved.
Encourage and enable everyone affected to be involved, if they so choose	• The people affected by an issue or change have opportunities to engage as an individual or as part of a group or community, with their views both respected and valued • People have the chance and the choice to be involved. Anyone who may have an interest in taking part is identified • Existing community and special interest groups are used to contact people	• Calls for evidence prior to the start of an inquiry let interested participants know that an inquiry on a specific topic is about to start and to get in touch if they would like to be involved. • During the scoping process potential interested parties/participants are identified. • Specialist groups are used to contact interested participants.	• Stakeholder mapping to be done during the scoping process of all inquiries.

Principle	Success Criteria	Positive Practice	Areas for Improvement
Engagement is planned and delivered in a timely and appropriate way	• The engagement process is clear and communicated to everyone in a way that's easy to understand • There is a reasonable timescale • The most suitable methods for those involved are used • The most suitable level of engagement should be decided upon before any engagement activity is planned	• During the scoping process of an inquiry it is decided what engagement is most suitable depending on the inquiry topic, what methods will be used and the timescales for all the engagement to be carried out.	
Work with relevant partner organisations	• Organisations work together to ensure that people's time is used well • Checks take place before engagement to make sure someone does not already have the information you need	• A number of different organisations have been involved in scrutiny inquiries. In some cases a representative from organisations have been co-opted onto panels. • Prior to the start of inquiry officer briefings take place. This early discussion allows scrutiny officers to establish what work, if any, has been done in that area. • Use of partners to complete or assist with consultation exercise with their service users.	• More use of partners to complete or assist with consultation exercise with their service users.

Principle	Success Criteria	Positive Practice	Areas for Improvement
The information provided will be jargon free, appropriate and understandable	• People have easy access to relevant information that is tailored to meet their needs • 'Easy read' information is available in a variety of formats e.g. large print, audio, DVD • Information is available in Welsh and English as well as other ethnic minority languages • Information is culturally and religiously sensitive • People are not overloaded with irrelevant information	• Equality, social inclusion and engagement issues are addressed during the scoping process of an inquiry. • All engagement material is produced bilingually. • Information is available in a range of different formats/languages upon request. Contact details are always given to allow participants to request information in different formats.	
Make it easier for people to take part	• Barriers for different groups of people are identified and addressed • Organisers of engagement activities address typical barriers such as different languages, sight or hearing impairment, disability, transport access etc. as well as more specific needs and preferences whether cultural, LGB or other • Participants should have the opportunity to identify issues they feel are barriers to their involvement rather than the organisers alone	• Barriers to engagement are identified during the scoping process and again during engagement planning.	• During engagement planning participants to have the opportunity to highlight any barriers.
Enable people to take part effectively	• Engagement processes develop the skills, knowledge and confidence of all participants • Engagement develops people's ability to take part in community and political activities	• Use of partners to complete or assist with consultation exercise with their service users.	• More use of partners to complete or assist with consultation exercise with their service users.

Principle	Success Criteria	Positive Practice	Areas for Improvement
Engagement is given the right resources and support to be effective	• Appropriate training, guidance and support is provided to enable all participants to effectively engage • Engagement is effectively managed and led • Appropriate time, people and resources are available	• Scrutiny officers are all trained and have a wide variety of skills to enable them to plan and undertake engagement. • Developing members questioning skills • All participants who want to take part in any scrutiny engagement will receive guidance and support to enable them to take part.	• Training for councillors in questioning skills and engagement of the public.
People are told the impact of their contribution	• Timely feedback is given to all participants about the views they expressed and the decisions or actions taken as a result • The form of feedback takes account of participants' preferences • Feedback is a mix of general information to all stakeholders and more specific feedback to the smaller number of active participants in the process	• After all engagement activities participants are giving the opportunity to give any comments and receive an evaluation form to give feedback. • During any engagement activities for scrutiny inquiries participants are asked if they would like to receive a copy of the final report to see the outcomes of the inquiry. • During the follow up process those who have been involved in the inquiry are invited back to a meeting to see the impact of the inquiry.	• During engagement participants to be asked how they would like to receive feedback.
Learn and share lessons to improve the process of engagement	• People's experiences of the process of engagement are monitored and evaluated to measure its success • Lessons should be shared and applied in future engagements • Results are monitored and evaluated as part of the planning, action and review cycle • Evaluation is made available to participants in an accessible and appropriate format	• Evaluation of the engagement process is monitored to see if any improvements could be made for future engagement.	• Any lessons learned from engagement to be shared through the annual report. • Evaluation of engagements to be shared with all participants in a format that is suitable for them.

APPENDIX D: Improving Communication and Public Engagement with Scrutiny Action Plan

What	How	Who
Ensure that awareness raising is done consistently for different aspects of scrutiny work	Use communication checklists for: • Cabinet Member Question and Answer sessions • Inquiry Panels • Performance Panels • Working Groups • Scrutiny Dispatches	Scrutiny Programme Committee / Conveners
Promote up to six 'significant stories' each year	Develop and implement bespoke mini media campaigns with advice from the Council's Communication Team	Scrutiny Programme Committee / Conveners
Councillors act as communication champions for the work of scrutiny	Highlight relevant pieces of scrutiny work: • At meetings such as community councils, residents groups, management committees or school governors' • Through newsletters • Through social media • Directly to contacts and anyone who might have an interest in that particular topic	Scrutiny Councillors
Scrutiny undertakes a broader public engagement role on behalf of the Council	Invite suggestions from Cabinet Members at the Scrutiny Annual Work Planning Conference	Scrutiny Programme Committee
Ensure public engagement issues are considered fully at the scoping stage of inquiry work	• During the scoping stage of an inquiry it needs to be made clear what can and can't be achieved. • Stakeholder mapping to be done during the scoping process of all inquiries.	Inquiry Panel Conveners
Make better use of existing public engagement channels	More use of partners to complete or assist with consultation exercises with their service users.	Scrutiny Programme Committee / Conveners
Address barriers to engagement	During engagement planning participants to have the opportunity to highlight any barriers.	Scrutiny Programme Committee / Conveners
Better support councillors to undertake engagement activities	Training for councillors in questioning skills and engagement of the public.	Scrutiny Programme Committee / Conveners / Scrutiny Councillors

Improve feedback to participants	During engagement participants to be asked how they would like to receive feedback.	Scrutiny Programme Committee / Conveners
Improve evaluation	• Any lessons learned from engagement to be shared through the annual report. • Evaluation of engagements to be shared with all participants in a format that is suitable for them.	Scrutiny Programme Committee / Conveners

Previously agreed as part of the Improving Impact Action Plan

Communicate the impact of in-depth inquiries	Press releases, blog posts and social media to raise awareness at key stages in the inquiry process	Scrutiny Programme Committee / Conveners / Scrutiny Councillors
Widen involvement in questions setting by councillors and the public	Emails to councillors, blog posts and social media	Scrutiny Programme Committee
Improve public engagement through greater use of social media by scrutiny councillors	Scrutiny bytes project	Scrutiny Programme Committee / Scrutiny councillors using social media

Agenda Item 8

Report of the Chair

Scrutiny Programme Committee – 29 September 2014

FUTURE CABINET MEMBER QUESTION SESSIONS

Purpose	To report on Cabinet Member changes and the arrangement of future questioning sessions.
Content	The committee is advised of the new Cabinet and portfolios.
Councillors are being asked to	Consider the implication of Cabinet Member changes and arrangements for future question sessions
Lead Councillor(s)	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer(s)	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

1.1 One of the most important roles that scrutiny carries out is holding the council's cabinet to account. By acting as a 'critical friend' scrutiny has the opportunity to challenge the cabinet and individual cabinet members on their actions and monitor performance in relation to their areas of responsibilities.

1.2 There has been a change to Cabinet Members and portfolios which requires the committee to review its plan for future question sessions and agree arrangements for the remaining committee meetings for this municipal year, in order to ask questions on their work.

2. Cabinet Members and Portfolios

2.1 Announced recently by the new Leader of the Council, the new Cabinet and portfolio designations are as follows:

- Cllr. Rob Stewart (Leader) - Finance & Strategy
- Cllr. Christine Richards (Deputy Leader) - Services for Children & Young People
- Cllr. Mark Thomas - Environment & Transportation
- Cllr. Jane Harris - Services for Adults & Vulnerable People
- Cllr. David Hopkins - Communities & Housing
- Cllr. Jennifer Raynor – Education

- Cllr. Robert Francis-Davies - Enterprise, Development & Regeneration
- Cllr. Clive Lloyd - Transformation & Performance
- Cllr. Will Evans - Anti Poverty
- Cllr. Mark Child - Wellbeing & Healthy City

2.2 The committee schedules a Cabinet Member Question Session for each meeting in order to ensure all cabinet members appear before the committee over the course of a year. Because of the recent changes to Cabinet a new schedule for the questioning of cabinet members will need to be developed for future committee meetings.

3. Approach to Questioning Sessions

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

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

3.2 Following each session the chair will write to the Cabinet Member in order to capture the main issues discussed, views expressed by the committee, and any actions for the Cabinet Member to consider.

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

4. Legal Implications

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

5. Financial Implications

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

Background Papers: None

17 September 2014

Legal Officer: Nigel Havard
Finance Officer: Ben Smith

Report of the Chair

Scrutiny Programme Committee – 29 September 2014

SCRUTINY WORK PROGRAMME 2014-15

Purpose	This report explains the background and purpose of the scrutiny work programme, and current position of all scrutiny activities. The report helps the committee to manage the work of scrutiny to ensure that the work programme is as effective as possible. The report also presents some proposals for agreement.
Content	The scrutiny work programme is attached which refers to work currently active, showing progress with the established Scrutiny Panels and Working Groups. A work plan timetable for future committee meetings is also included.
Councillors are being asked to	• accept or make changes to the committee's work plan timetable, and plan for the meetings ahead *(Appendix 1)* • review progress of established Panels and Working Groups *(Appendix 2 & 3)* • consider response to public / councillors requests for scrutiny • consider the information about future cabinet business and any opportunities for pre-decision scrutiny *(Appendix 5)*
Lead Councillor	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

1.1 The Scrutiny Programme Committee is responsible for developing the Council's scrutiny work programme, and managing the overall work of scrutiny to ensure that it is as effective as possible.

1.2 The broad aims of the scrutiny function are to carry out a significant and constructive programme of activities that will:

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

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

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

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

2.   Methods of Working

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

- *Formal committee meetings* – as well as managing the overall work programme, the committee will focus on holding Cabinet Members to account by holding formal questioning sessions, and provide challenge on specific themes over the course of the year - this may cover a broad range of policy and service issues. Matters considered at committee meetings will typically be 'one-off' opportunities for questions, which will result in the committee communicating findings, views and recommendations for improvement through chairs letters to cabinet members, and where appropriate by producing reports.

- *Informal panels* – Scrutiny panels are established, with conveners appointed by the committee, to carry out in-depth inquiries (sometimes referred to as reviews) or undertake in-depth monitoring of particular services. The use of panels helps to ensure that scrutiny can be flexible and responsive to issues of concern:

  a) <u>Inquiry Panels</u>: to undertake discrete in-depth inquiries into specific and significant areas of concern on a task and finish basis. These would be significant topics where scrutiny can make a real difference. Inquiry panels will produce a final report at the end of the inquiry with conclusions and recommendations, informed by the evidence gathered.

Every piece of scrutiny work suggested for inquiry will start off as a 'working group' – with an in-depth inquiry only following if the group agreed it was necessary and could suggest appropriate terms of reference to the committee (including key question that is to be explored, evidence gathering that might be necessary, and timescales). The 'working group' approach will involve a detailed presentation of the subject matter at the outset (with advice from relevant cabinet members / officers and provision of existing research & information) which will enable opinion and proposals to be submitted to cabinet member(s) if these can be clearly expressed at that point, with no further work needed, or help inform decisions about the focus of any inquiry that is necessary.

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

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

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

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

3. The Committee Work Plan

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

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

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

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

4.   Scrutiny Panels and Working Groups

4.1   To facilitate monitoring of the overall scrutiny work programme *Appendix 2* provides a snapshot of the informal Panels and Working Groups that have been established by the committee.

4.2   *Appendix 3* provides a summary of progress with these current scrutiny activities.

4.3   For further information about the work of specific panels / groups a contact list of lead scrutiny members and officers is contained in *Appendix 4*.

4.4   The committee will be aware of the recent publication of a report on issues around child sexual exploitation in Rotherham. It is important that assurances are sought that nothing similar could happen in Swansea. Having already been asked about the situation in Swansea the Head of Child & Family Services has provided the following advice:

'Child sexual exploitation has a high profile within children services, the police and with partners locally and our processes for responding to any concerns about individual children are well established.

I met with the police recently to double check that there was nothing arising from the police investigations of specific cases or from police intelligence otherwise that would lead us to believe that there might be any element of organised exploitation locally.

I have made similar checks with the safeguarding lead in children services.

There doesn't appear to be any evidence of organised or systemic exploitation locally.

However, we certainly can't be complacent and so are taking steps to further raise awareness amongst professionals across Swansea and

have been planning a conference in the Liberty stadium in October.

We are targeting council staff from outside of social services e.g. leisure, housing, street wardens etc, schools, health staff, third sector staff and Elected Members.'

The conference, taking place on 20 October, will also explore how everyone can be more proactive. Social Services officers are liaising with community cohesion and race equalities officers about how to involve the BME community.

However, there is no room for complacency about the safeguarding of young people, and the committee should consider what scrutiny activity would be appropriate to ensure our processes, procedures, and work with partners, are as effective as possible.

5. Monitoring the Work Programme

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

6. Public / Councillor Requests for Scrutiny

6.1 At the last meeting the committee was informed of correspondence received from 2 councillors with suggestions for scrutiny.

a) to look at the policy adopted by council regarding transport to faith schools and impact on budgets of schools facing possible increase in numbers.

b) relating to the handling of corporate complaints and procedures

6.2 The committee needs to consider whether and how to include the above in the work programme.

6.3 Further information is being sought and a proposal will be brought to the committee.

7. Pre-Decision Scrutiny

7.1 To facilitate the ability to undertake pre-decision scrutiny a forward look document showing future cabinet business is made available to scrutiny. An internal 'Forward Look' document is maintained by Democratic Services and covers reports to both Cabinet and Council. Attached as *Appendix 5* is an extract from this document showing upcoming cabinet decision reports.

7.2 This information is already made available to all scrutiny councillors on a weekly basis and any councillor can make a request for pre-decision scrutiny.

7.3 If further information is sought about the content that would help inform whether pre-decision scrutiny should be formally requested on a particular matter then this should be identified as soon as possible and will be referred to the relevant Cabinet Member for response.

7.4 If the committee identifies any particular matter for pre-decision scrutiny a discussion with the Cabinet Member will be necessary in order to consider timescales and window of opportunity for scrutiny involvement. This may necessitate a special committee meeting.

7.5 To ensure the best use of time and resources it is assumed that pre-decision scrutiny will take place on an exceptional basis - decisions that may have big significance, thinking about things like:

- strategic impact
- public interest
- significant financial implications

8. Financial Implications

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

9. Legal Implications

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

Background papers: None

Date: 17 September 2014

Legal Officer: Nigel Havard
Finance Officer: Ben Smith

Appendices:

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

Scrutiny Programme Committee – Work Plan

Standing Agenda Items:

Scrutiny Work Programme	• To maintain overview on scrutiny work, monitor progress, and coordinate as necessary • To plan for future committee meetings including key expectations e.g. key questions to explore, witnesses / information required • To review future cabinet business and consider opportunities for pre-decision scrutiny • To consider any councillor / public requests for scrutiny and/or Councillor Calls for Action (CCfA)
Scrutiny Letters	• To review scrutiny letters and Cabinet Member responses arising from all scrutiny activities
Scrutiny Dispatches	• To approve content of Dispatches prior to reporting to Council, ensuring visibility and awareness of key issues, findings and outcomes from scrutiny activities
Membership of Scrutiny Panels and Working Groups	• To agree membership of Scrutiny Panels and Working Groups (including appointment of conveners) and subsequent changes

Items for Specific Meetings:

Meeting	Reports	Purpose
7 Jul	• Cabinet Member Question Session – Cllr Mitch Theaker	• Question and answer session with Cabinet Member for Opportunities for Children & Young People, on relevant portfolio responsibilities and activities.
	• Progress Report – Local Service Board Performance Panel	• Councillor Mike Day, Convener, to update on headlines from the Panel's work and achievements
4 Aug	• Cabinet Member Question Session – Cllr Mark Child	• Question and answer session with Cabinet Member for Wellbeing, on relevant portfolio responsibilities and activities.
	• Progress Report – Wellbeing Performance Panel	• Councillor Paxton Hood-Williams, Convener attending to update on headlines from the Panel's work and achievements
	• Final Inquiry Reports: § Inward Investment	• To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision
	• Swansea Children's Rights Scheme	• To give views and make recommendations as necessary on draft Scheme
	• Scrutiny Annual Report	• To agree the annual report of the work of overview & scrutiny for the municipal year 2013/14, as required by the constitution

1 Sep	• Progress Report – Service Improvement & Finance Performance Panel	• Councillor Mary Jones, Convener attending to update on headlines from the Panel's work and achievements.
	• WAO Scrutiny Report: Good Scrutiny? Good Question!	• To hear from Wales Audit Office about the findings and recommendations of the audit report and implications
29 Sep	• Future Cabinet Member Question Sessions	• Report setting out arrangements for a new programme for questioning of cabinet members following recent changes in the executive
	• Progress Report – Schools Performance Panel	• Convener attending to update on headlines from the Panel's work and achievements.
	• Final Inquiry Reports: § Public Engagement	• To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision
	• Improving Communication and Public Engagement with Scrutiny	• 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!)
	• Annual Local Government Performance Bulletin 2013-14	• To ensure awareness of content of the Local Government Data Unit ~ Wales report and use to support the scrutiny of service performance
	• Future Trends for Swansea	• Report with insight into current understanding of future trends likely to impact the planning and delivery of council services, to help embed long term thinking and preventative decision making into the scrutiny process
27 Oct	• Cabinet Member Question Session	• tbc
	• Final Inquiry Reports: § Streetscene	• To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision
	• Progress Report – Wellbeing Performance Panel	• Councillor Paxton Hood-Williams, Convener attending to update on headlines from the Panel's work and achievements.
24 Nov	• Cabinet Member Question Session	• tbc
	• Progress Report – Service Improvement & Finance Performance Panel	• Councillor Mary Jones, Convener attending to update on headlines from the Panel's work and achievements.

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

To be scheduled:

• Final Inquiry Reports: 　§ Social Care at Home	• To receive the final report (including conclusions and recommendations) of the Inquiry Panel prior to submission to Cabinet for decision
• Impact Reports	• Report back on follow ups to previous scrutiny inquiries: 　- Services for Looked After Children 　- Public Transport 　- Affordable Housing 　- Tourism 　- Economic Inactivity 　- Attainment & Wellbeing

• Crime & Disorder Scrutiny	• Progress on Safer Swansea Partnership Performance with Co-Chairs - questioning on plans, performance, challenges • Examining the Draft Safer Swansea Partnership 3 Year Strategy • Engagement with the Police and Crime Commissioner

Other:

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

Scrutiny Work Programme 2014-15   Appendix 2

ACTIVITY	May	June	July	August	September	October
Scrutiny Programme Committee	27*	9	7 8*	4	1 10* 29	27
Inquiry Panels			* special meetings			
Current:						
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
Follow Up:						
Services for LAC (Cabinet 17/9/13)			15			
Public Transport (Cabinet 12/11/13)						13
Affordable Housing (Cabinet 3/12/13)						
Tourism (Cabinet 14/1/14)						
Economic Inactivity (Cabinet 3/6/14)			30			
Attainment & Wellbeing (Cabinet 1/7/14)						
Key for Inquiries: Scoping	Evidence Gathering	Final Report	Cabinet	Follow Up		
Performance Panels						
Wellbeing	12	2 16 30	14	11		
Child & Family Services					29	
Service Improvement & Finance	14	11	16	20	17	15
Schools Performance		5	3	21	18	16
Local Service Board (multi-agency panel)	12		21		22	
Working Groups						
Planning Service		10				
Car Parking					22	
Local Flood Risk Management						
Corporate Building & Property Services						
Transforming Adult Social Services (pre-inquiry)						13
Corporate Culture (pre-inquiry)						

Scrutiny Work Programme 2014-15   Appendix 2

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

Progress Report – Current Scrutiny Panels and Working Groups

1. Inquiry Panels:

a) <u>**Inward Investment**</u> (convener: Cllr Jeff Jones)

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

Progress Bar:

Scoping				Evidence Gathering				Draft Final Report			

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

b) <u>**Public Engagement**</u> (convenor: Cllr Joe Hale)

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

Progress Bar:

Scoping				Evidence Gathering				Draft Final Report			

The panel's final report is being presented to the Scrutiny Programme Committee on 29 September. Subject to agreement it will be formally presented to Cabinet on 21 October.

c) <u>**Streetscene**</u> (convenor: Cllr John Bayliss)

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

Progress Bar:

Scoping				Evidence Gathering				Draft Final Report			

The Panel has drafted its conclusions and recommendations and the final report is being prepared.

d) <u>**Social Care at Home**</u> (convenor: TBA)

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

Progress Bar:

Scoping				Evidence Gathering			Draft Final Report		
▓	▓	▓	▓	▓	▓	▓			

The Panel has completed its evidence gathering and is due to meet on 7 October to consider its findings report and agree draft conclusions and recommendations. A further meeting is planned for 28 October to consider the draft final report.

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

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

Progress Bar:

Scoping				Evidence Gathering			Draft Final Report		
▓									

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

2.   Pre-Inquiry Working Groups:

a) **Transforming Adult Social Services** (convener: tbc)

This pre-inquiry working group will meet on 19th October with an overview of the subject from the relevant cabinet member and officers.

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

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

3.   Follow Up on Completed Inquiries:

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

Inquiry	Cabinet Decision	Recommendations			Follow Up Panel Meeting
		Agreed	**Partly**	**Rejected**	
Services for Looked After Children	17 Sep 2013	14	1	0	(1) 15 Jul 2014 (2) tba

Public Transport	12 Nov 2013	13	1	0	13 Oct 2014
Affordable Housing	3 Dec 2013	7	2	4	tba – October/Nov
Tourism	14 Jan 2014	14	0	0	tba
Economic Inactivity	3 Jun 2014	7	0	0	tba
Attainment & Wellbeing	1 Jul 2014	11	0	0	tba

4. Performance Panels:

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

The Panel met on 17 September and received a report from Lee Wenham (Head of Communications and Customer Engagement) regarding the Budget Consultation Strategy. This is part of their on-going scrutiny of the budget arrangements. Steve Barry from the Wales Audit Office attended to present the Annual Improvement Report, which provided the Panel with useful information about areas identified for improvement, areas of good performance and the Council's work to address areas for improvement. They also receive a number of financial monitoring reports from Mike Hawes (Head of Finance and Performance).

The Panel's next meeting will take place on 15 October, where they intend to look in more detail at performance issues around the Flying Start service and will receive several corporate performance monitoring reports.

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

The Panel met with the Chief Education Officer and the new Head of School Improvement on 18 September to look at how we are ensuring consistency in the support given to schools by the School Improvement Service. On 16 October the Panel will meet with the Headteacher and chair of governors from Morriston Comprehensive School to discuss their school improvement plan.

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

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

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

d) **Child & Family Services** (convener: tbc)

The Panel is due to meet on 29th September and will consider the latest Child & Family Services Performance monitoring report.

5.   Working Groups:

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

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

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

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

The Working Group met on 22 September to discuss car parks provision across Swansea, service performance, and plans for improvement.

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

- **Local Flood Risk Management** (convener: Cllr Susan Jones) – this will be a further meeting, following initial meeting in January 2013, to discuss Environment Agency flood risk and flood hazard maps and specific areas of risk. The meeting will be arranged for early November.

- **Corporate Building and Property Services** (convener: tbc) – the relevant cabinet member / officer will be requested to provide a service briefing (what we do, why we do this, budget, performance, risk and challenges, assessment etc.) to enable questions about the effectiveness of the whole service, and follow up specific issues already raised including cost of services / charges relating to schools and community centres.

- **Sustainability** (convener / membership tbc) – the relevant cabinet member / officer will be requested to provide an assessment on current plans, priorities, activities and impact. This will enable questions on how this work is impacting on policies, service delivery and planning, and whether the authority is planning longer term / being preventative /

considering future generations. The Working Group may wish to focus on specific future risks e.g. food security, climate change, energy supply.

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

- **Target Areas** (convener / membership tbc) – the relevant cabinet member / officer will be requested to provide an assessment on progress with target areas work. This will enable questions about achievements and the impact of the new approach.

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

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

Lead Scrutiny Councillor / Officer Contacts:

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

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

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

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Boulevard and Waterfront Connections Public Art Projects	The Boulevard and Waterfront Connections include 4 public art commissions in 5 areas. These projects are now finalised for the following areas: § Wind Street crossing/ Museum Green area § Side elevation of the LC § Screen/ gates in Museum Park § Paxton Street Tunnel § Marina water feature They are being presented to Cabinet for awareness prior to the formal planning applications being submitted. The report will highlight the sources of funding and how the features will be maintained.	Steve Smith	Cabinet Member - Enterprise, Development and Regeneration	Cabinet	21 Oct 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Draft Swansea Children's Rights Scheme	Following Councils decision on September 2013 to create a due regard duty and embed the United Nations Convention on the Rights of the Child (UNCRC) 1989 within the Authority's Policy Framework, and to mainstream positive approaches to the rights of children and young people within the policy and functions of the City and County of Swansea a Children's Rights Scheme for Swansea has been formulated to provide transparency about the processes that are being followed to comply with the duty.	Jane Whitmore	Cabinet Member - Services for Adults and Vulnerable People	Cabinet	21 Oct 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Permission to Apply for Planning Consent at Bailing Plant Waste Recycling Centres	To seek Cabinet approval to apply for planning permission for the following improvement works in order to assist in meeting the Welsh Government recycling targets.

To provide a purpose built facility for the storage, testing, repair and sale of discarded Waste Electronic and Electrical Equipment (WEEE) and other general waste for the purpose of reuse.

To extend both the Garngoch and Penlan Household Waste Recycling Centres in order to provide improved recycling facilities for residents in order to improve recycling performance. | Chris Howell | Cabinet Member - Environment and Transportation | Cabinet | 21 Oct 2014 |

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Proposed Appropriation of the Recreation Ground, Oystermouth Road, Swansea	Proposed appropriation of the Recreation Ground was advertised as required by S122 of the Local Government Act 1972 and objections received must be considered prior to a decision being made.	Wendy Parkin	Cabinet Member - Enterprise, Development and Regeneration Cabinet Member - Communities and Housing	Cabinet	21 Oct 2014
Proposed Land Exchange at Parc Morfa.	This report details a suggested way forward to complete the land exchange between CCS and McDonalds at Parc Morfa in advance of Swansea City Football Club's finalisation of their proposals for the Liberty Stadium.	Andrew North	The Leader. Cabinet Member - Enterprise, Development and Regeneration	Cabinet	21 Oct 2014
Reform of the Housing Revenue Account Subsidy System and Rent Setting Policy.	To set out the planned reforms to housing finance in Wales by the Welsh Government, their implications and the key actions required by the Council to implement the changes.	David Charles Evans	Cabinet Member - Communities and Housing Cabinet Member - Finance and Strategy (Leader),	Cabinet	21 Oct 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Revised Waste Capital Budget .	A previous Capital Budget was approved in principle for Tir John; however the details were not approved. A requirement for further capital provision has been identified which has not been approved. The report will seek approval of the revised Capital Budget.	Matthew Perkins	Cabinet Member - Environment and Transportation	Cabinet	21 Oct 2014
ICT Strategy	The ICT Strategy for the Council period 2014 – 2017. It outlines the vision for the Council on the use of technology and business processes to deliver the right information, to the right people, at the right time, offering best value.	Sarah Caulkin	Cabinet Member - Finance and Strategy (Leader)	Cabinet	21 Oct 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Proposed lease of Underhill Park to Mumbles Community Association.	Mumbles Community Association wish to lease parts of Underhill Park to enable them to apply for grant funding to improve community sports facilities and opportunities.	Ian Beynon	Cabinet Member - Wellbeing and Healthy City	Cabinet	21 Oct 2014
Sustainable Swansea.	Sustainable Swansea	Dean Taylor	Cabinet Member - Finance and Strategy (Leader)	Cabinet	21 Oct 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Adoption of a Revised Social Services Complaints Policy	New legislation has been enacted to bring the Social Services Complaints mechanism into line with other Public Sector complaints mechanisms, in accordance with the WG Model Complaints Policy. The report introduces a newly drafted Social Services Complaints Policy which addresses the new legislative changes and recommends that the new policy be adopted.	Andrew Taylor	Cabinet Member - Transformation and Performance	Cabinet	18 Nov 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Evaluation of the Reconfigured Children's Residential Service.	This report provides a summary of the evaluation of whether reconfigured children's residential services has delivered improved outcomes and service targets as per the reconfiguration agreed by Cabinet on the 7th January 2013. This report makes recommendations based on the conclusions from the evaluation that the provision of emergency and short term accommodation for Looked after Children should remain an internal service offered by the Local Authority but that the level of capacity of that service can be reduced to maximise quality and efficiency of service and deliver improved value for money and a sustainable service into the future.	Deborah Driffield	Cabinet Member - Services for Adults and Vulnerable People	Cabinet Council	18 Nov 2014 2 Dec 2014

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Lease Arrangements for the Swansea Indoor Bowls Centre.	The temporary arrangements for the tenancy at the Bowls centre needs to be formalised under a full lease arrangement to ensure the tenant can operate the facility effectively and the Council achieve the financial targets set within the Medium Term Financial Plan	Wayne Evans	Cabinet Member - Enterprise, Development and Regeneration	Cabinet	18 Nov 2014

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

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

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Procurement of a Waste Partner Contract Award	The negotiations with the incumbent gas contractor have progressed and a decision is required regarding the proposed short-term capital purchase of the generating station to increase long-term revenue income. Not withstanding the decision relating to landfill gas revenue, the primary reason for the contract is the medium-term handling of the Authority's residual waste and development/closure of Tir John. It is therefore recommended that the final contract is completed with the Preferred Bidder thus allowing the ongoing development and closure of Tir John.	Chris Howell	Cabinet Member - Environment and Transportation	Cabinet	16 Dec 2014

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

Agenda Item 10

Report of the Chair

Scrutiny Programme Committee – 29 September 2014

MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS

Purpose	The Scrutiny Programme Committee is responsible for appointing members and conveners to the various scrutiny panels / working groups that are established. This report advises of relevant matters that need to be considered.
Content	The report reflects on recent changes to the Cabinet and implication on the membership of the various scrutiny panels and working groups.
Councillors are being asked to	Consider implications from recent changes to Cabinet and actions in respect of scrutiny panel and working group membership.
Lead Councillor(s)	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer & Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

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

2. Implications from Changes to Cabinet

2.1 There have been 6 changes to the Cabinet which means that those councillors can no longer participate in scrutiny. This means automatically removing the following councillors from scrutiny panels and working groups:

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

2.2 As a consequence the committee will need to consider the following issues:

- new convener to be appointed in place of Cllr Jane Harris for the Social Care at Home Inquiry Panel which is nearing completion
- new convener to be appointed in place of Cllr Mark Thomas for the Planning Services Working Group should further meetings be agreed by the committee *(taking into account feedback from the Working Group which will be reported to the committee shortly)*

In order to maintain continuity, it will be useful to have an existing Panel / Working Group member to act as Convenor.

2.3   Clearly, there will also have to be replacement members for Councillors Jane Harris and Mark Thomas on the Scrutiny Programme Committee. It is hoped that such appointments will be made at Council on 30 September.

3.   Scrutiny Panel and Working Group Membership

3.1   The full membership list of Panels and Working Groups is attached as *Appendix 1*.

3.2   The committee may consider it appropriate to open up membership of some or all of the Panels / Working Groups as a result of changes, and considering also that 6 former executive members can now participate in scrutiny.

3.3   The following change in membership also requires the committee's agreement:

Corporate Building & Property Services Scrutiny Working Group: **ADD** Councillor Phil Downing

4.   Legal Implications

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

5.   Financial Implications

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

Background Papers: None

Date: 18 September 2014

Legal Officer: Nigel Havard
Finance Officer: Ben Smith

MEMBERSHIP LIST (as at 18 Sep 2014)

1.   Current Inquiries:

PUBLIC ENGAGEMENT
SCRUTINY INQUIRY PANEL (9)

Councillors:

Labour Councillors: 7

Ann Cook	Yvonne Jardine
Fiona Gordon	Andrea Lewis
Joe Hale (CONVENER)	Lesley Walton
Terry Hennegan	

Liberal Democrat Councillor: 1

Mary Jones	

Independent Councillor: 1

Susan Jones	

Conservative Councillor: 0

STREETSCENE
SCRUTINY INQUIRY PANEL (11)

Councillors:

Labour Councillors: 7

John Bayliss (CONVENER)	Phil Downing
David Cole	~~Jane Harris~~
Ann Cook	Mike White
Nick Davies	Lesley Walton

Liberal Democrat Councillor: 1

Mary Jones	

Independent Councillor: 3

Wendy Fitzgerald	Keith Marsh
Lynda James	

Conservative Councillor: 0

SOCIAL CARE AT HOME
SCRUTINY INQUIRY PANEL (14)

Councillors:

Labour Councillors: 8

Uta Clay	David Lewis
Ann Cook	Hazel Morris
Jan Curtice	Gloria Tanner
~~Jane Harris (CONVENER)~~	Ceinwen Thomas
Yvonne Jardine	

Liberal Democrat Councillor: 2

Chris Holley	Cheryl Philpott

Independent Councillor: 2

Lynda James	Susan Jones

Conservative Councillor: 2

Paxton Hood-Williams	Linda Tyler-Lloyd

NOTE: Convener to be appointed

EDUCATION INCLUSION
SCRUTINY INQUIRY PANEL (8)

Councillors:

Labour Councillors: 3

Fiona Gordon	Hazel Morris
~~Jane Harris~~	Ceinwen Thomas

Liberal Democrat Councillors: 1

Cheryl Philpott (CONVENER)	

Independent Councillor: 1

Wendy Fitzgerald	

Conservative Councillor: 1

Linda Tyler-Lloyd	

Other:
Statutory Coopted Members: 2

David Anderson-Thomas	Parent Governor
Sarah Joiner	Parent Governor

2. Pre-Inquiry Working Groups:

TRANSFORMING ADULT SOCIAL SERVICES SCRUTINY INQUIRY (11)

Councillors:

Labour Councillors: 7

Ann Cook	Hazel Morris
Uta Clay	~~Jennifer Rayner~~
~~Jane Harris~~	Gloria Tanner
Yvonne Jardine	Ceinwen Thomas
Erika Kirchner	

Liberal Democrat Councillors: 2

Chris Holley	Jeff Jones

Independent Councillor: 1

Susan Jones	

Conservative Councillor: 1

Paxton Hood-Williams	

NOTE: Panel to identify Convener and report to SPC for agreement

CORPORATE CULTURE SCRUTINY INQUIRY (11)

Councillors:

Labour Councillors: 9

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

Liberal Democrat Councillors: 1

Paul Meara	

Independent Councillor: 0

Conservative Councillor: 1

Anthony Colburn	

NOTE: Panel to identify Convener and report to SPC for agreement

3.   Follow Up of Completed Inquiries:

TOURISM
SCRUTINY INQUIRY PANEL (12)

Councillors:

Labour Councillors: 6

Ann Cook	Hazel Morris
~~Jane Harris~~	Geraint Owens
Andrew Jones	Neil Ronconi-Woollard
~~Clive Lloyd~~	Mike White

Liberal Democrat Councillors: 3

Chris Holley	Cheryl Philpott
John Newbury (CONVENER)	

Independent Councillor: 1

Keith Marsh	

Conservative Councillor: 2

Anthony Colburn	Miles Thomas

SERVICES FOR LOOKED AFTER CHILDREN
SCRUTINY INQUIRY PANEL (8)

Councillors:

Labour Councillors: 5

John Davies	Hazel Morris
Joe Hale	~~Jennifer Rayner~~
~~David Hopkins~~	**Ceinwen Thomas (CONVENER)**
Yvonne Jardine	

Liberal Democrat Councillor: 1

Mike Day	

Independent Councillor: 1

Gordon Walker	

Conservative Councillor: 1

Paxton Hood-Williams	

AFFORDABLE HOUSING
SCRUTINY INQUIRY PANEL (6)

Councillors:

Labour Councillors: 3

Uta Clay	**Terry Hennegan (CONVENER)**
David Cole	~~Jane Harris~~
~~Robert Francis-Davies~~	~~Clive Lloyd~~

Liberal Democrat Councillors: 1

Peter Black	

Independent Councillor: 1

Lynda James	

Conservative Councillor: 1

Lynda Tyler-Lloyd	

PUBLIC TRANSPORT
SCRUTINY INQUIRY PANEL (13)

Councillors:

Labour Councillors: 8

Ann Cook	Beverley Hopkins
Jan Curtice	David Lewis
Nick Davies	Paul Lloyd
Terry Hennegan	Gloria Tanner

Liberal Democrat Councillors: 3

Mary Jones	Graham Thomas
John Newbury (CONVENER)	

Independent Councillors: 2

Lynda James	Keith Marsh

Conservative Councillor: 0

ATTAINMENT & WELL BEING
SCRUTINY INQUIRY PANEL (7)

Councillors:

Labour Councillors: 4

Fiona Gordon (CONVENER)	Lesley Walton
~~Jane Harris~~	Mike White
Hazel Morris	

Liberal Democrat Councillors: 2

Mike Day	Paul Meara

Independent Councillor: 1

Susan Jones	

Conservative Councillor: 0

ECONOMIC INACTIVITY
SCRUTINY INQUIRY PANEL (7)

Councillors:

Labour Councillors: 4

David Cole	~~Jane Harris~~
Mandy Evans	Hazel Morris
Fiona Gordon	

Liberal Democrat Councillor: 3

Chris Holley (CONVENER)	Cheryl Philpott
Jeff Jones	

Independent Councillor: 0

Conservative Councillor: 0

INWARD INVESTMENT
SCRUTINY INQUIRY PANEL (8)

Councillors:

Labour Councillors: 3

~~Jane Harris~~	Pearleen Sangha
Neil Ronconi-Woollard	Gloria Tanner

Liberal Democrat Councillor: 2

Jeff Jones (CONVENER)	John Newbury

Independent Councillor: 2

Susan Jones	Keith Marsh

Conservative Councillor: 1

Anthony Colburn	

4.   Performance Panels:

SERVICE IMPROVEMENT & FINANCE SCRUTINY
PERFORMANCE PANEL (9)

Councillors:

Labour Councillors: 3

Phillip Downing	~~Jennifer Rayner~~
Joe Hale	Des Thomas
~~Jane Harris~~	

Liberal Democrat Councillors: 3

Chris Holley	**Mary Jones (CONVENER)**
Jeff Jones	

Independent Councillor: 1

Lynda James	

Conservative Councillor: 2

Anthony Colburn	Paxton Hood-Williams

SCHOOLS PERFORMANCE
SCRUTINY PANEL (12)

Councillors:

Labour Councillors: 6

Mandy Evans	Penny Matthews
Beverley Hopkins	Hazel Morris
Fiona Gordon **(CONVENER)**	Robert Smith
~~Jane Harris~~	

Liberal Democrat Councillor: 3

Mike Day	Cheryl Philpott
Paul Meara	

Independent Councillor: 0

Conservative Councillor: 1

Anthony Colburn	

Other:

Statutory Coopted Members: 2

David Anderson-Thomas	Parent Governor
Sarah Joiner	Parent Governor

CHILD & FAMILY SERVICES
SCRUTINY PERFORMANCE PANEL (5)

Councillors:

Labour Councillors: 4

Uta Clay	Hazel Morris
~~Jane Harris~~	~~Jennifer Rayner~~
Yvonne Jardine	Ceinwen Thomas

Liberal Democrat Councillors: 0

Independent Councillor: 0

Conservative Councillor: 1

Paxton Hood-Williams	

NOTE: Panel to identify Convener and report to SPC for agreement

LOCAL SERVICE BOARD
SCRUTINY PERFORMANCE PANEL
(fixed Panel of 7 seats)

Councillors:

Labour Councillors: 1

Fiona Gordon	Convener of Schools Performance Panel

Liberal Democrat Councillors: 2

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

Conservative Councillor: 1

tbc	Convener of Child & Family Services Performance Panel

Other:
Partner Representatives: 3

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

5. Working Groups:

FLOOD RISK MANAGEMENT SCRUTINY WORKING GROUP (9)

Councillors:

Labour Councillors: 3

Paul Lloyd	~~Mark Thomas~~
Geraint Owens	Des Thomas

Liberal Democrat Councillors: 3

Paul Meara	Huw Rees
Cheryl Philpott	

Independent Councillor: 2

Wendy Fitzgerald	**Susan Jones (CONVENER)**

Conservative Councillor: 1

Anthony Colburn	

PLANNING SERVICES SCRUTINY WORKING GROUP (9)

Councillors:

Labour Councillors: 5

David Cole	Hazel Morris
Ann Cook	~~Jennifer Rayner~~
Phil Downing	Des Thomas
~~Jane Harris~~	~~Mark Thomas (CONVENER)~~
~~Clive Lloyd~~	

Liberal Democrat Councillor: 0

Independent Councillor: 2

Lynda James	Keith Marsh

Conservative Councillor: 2

Anthony Colburn	Miles Thomas

NOTE: Convener to be appointed

CAR PARKING
SCRUTINY WORKING GROUP (7)

Councillors:

Labour Councillors: 5

David Cole	Fiona Gordon
Ann Cook	Lesley Walton
Mandy Evans	

Liberal Democrat Councillor: 0

Independent Councillor: 1

Keith Marsh	

Conservative Councillor: 1

Tony Colburn (CONVENER)	

CORPORATE BUILDING & PROPERTY SERVICES
SCRUTINY WORKING GROUP (5)

Councillors:

Labour Councillors: 4

Ann Cook	Hazel Morris
~~Jane Harris~~	~~Jennifer Rayner~~
Terry Hennegan	Mike White

Liberal Democrat Councillors: 0

Independent Councillor: 1

Wendy Fitzgerald	

Conservative Councillor: 0

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

Report of the Chair

Scrutiny Programme Committee – 29 September 2014

SCRUTINY LETTERS

Purpose	To ensure the committee is aware of the scrutiny letters produced following various scrutiny activities, and responses to date.
Content	The report will include a log of scrutiny letters that are produced this year and provide a copy of recent correspondence for discussion.
Councillors are being asked to	• Review the scrutiny letters and responses • Make comments, observations and recommendations as necessary
Lead Councillor(s)	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer(s)	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1.   Introduction

1.1   The production of scrutiny letters has become an established part of the way scrutiny operates in Swansea. Letters from the chair (or conveners) allow scrutiny to communicate directly and quickly with relevant cabinet members.

1.2   These letters are used to convey views and conclusions about particular issues discussed and provide the opportunity to raise concerns, ask for further information, and make recommendations. This enables scrutiny to engage with Cabinet Members on a regular and structured basis.

1.3   Scrutiny letters, whether they are written by the Programme Committee or conveners of panels / working groups, are published in the committee agenda to ensure awareness and enable the committee to comment on the response to the matters raised, as well as to ensure visibility across the council and public.

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

a) Letter to/from Cabinet Members for Place and Wellbeing (Service Improvement & Finance Panel Meeting –16 July 2014)
b) Letter to/from Cabinet Member for Wellbeing (Wellbeing Performance Panel Meeting – 11 August)
c) Letter to/from Cabinet Member for Finance & Strategy (Service Improvement & Finance Performance Panel Meeting – 20 August)

1.5	Where requested, Cabinet Members are expected to respond in writing to scrutiny letters within one month. The response should indicate what action (if any) they intend to take as a result of the views and recommendations made.

## 2.	Legal Implications

2.1	There are no legal implications.

## 3.	Financial Implications

3.1	There are no financial implications.

Background Papers: None

22 September 2014

Legal Officer: Nigel Havard
Finance Officer: Ben Smith

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)	• Telecare & Community Alarm Service	Wellbeing	13 May	N/A	9 Jun
14/15-2	Committee (14 Apr)	• Cabinet Member Question Session	Anti-Poverty	11 Jun	3 Jul	4 Aug
14/15-3	Wellbeing Performance Panel (2 Jun)	• Child & Family Services Performance Monitoring • Factors that influence which schools looked after children are placed in	Wellbeing	17 Jun	14 Jul	4 Aug
14/15-4	Committee (9 Jun)	• Further letter following Cabinet Member for Place response re: Public Transport, Blue Badge Scheme and Waste Management.	Place Finance & Resources Place	2 Jul	28 Jul 31 Jul 5 Aug	4 Aug 1 Sep 1 Sep

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-5	Planning Services Working Group (10 Jun)	• Performance levels • Planning conditions • Communications issues • Planning and building control • Training issues • Pre-committee meetings • Statutory consultees • Future meetings	Place	2 Jul		
14/15-6	Service Improvement & Finance Performance Panel (11 Jun)	• Saving targets/staffing issues • Council tax • ICT contract • Budget scrutiny • HRA changes	Finance & Resources	2 Jul	18 Jul	4 Aug
14/15-7	Wellbeing Performance Panel (16 Jun)	• Telecare • Transforming Adult Social Services • Adult Services quarterly monitoring	Wellbeing	28 June	5 August	1 Sep
14/15-8	Wellbeing Performance Panel (30 Jun)	• Unallocated cases in Child & Family Services	Wellbeing	8 Jul		
14/15-9	Schools Performance Panel (3 Jul)	• Tackling poor performing teachers and recruitment of senior staff in schools	Learning and Skills	21 Jul	Not required	4 Aug
14/15-10	Wellbeing Performance Panel (14 Jul)	• Letter to Chair of Scrutiny on operation of the Panel	N/A	17 Jul	11 Aug	1 Sep

No.	Committee / Panel / Working Group	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Reported to Committee
14/15-11	Service Improvement & Finance Performance Panel (16 Jul)	• Observations on Corporate Improvement Plan	Finance & Resources	6 Aug		
14/15-12	Service Improvement & Finance Performance Panel (16 Jul)	Questions relating to Corporate Improvement Plan: • Affordable Housing • Welfare rights training for staff • Sustaining Council tenancies	Wellbeing Place	6 Aug	3 Sep	29 Sep
14/15-13	Committee (7 Jul & 4 Aug)	• Cabinet Member Question Session • Draft Children & Young People's Rights Scheme	Opportunities for Children & Young People	10 Sep		
14/15-14	Committee (4 Aug)	• Cabinet Member Question Session	Wellbeing	10 Sep		
14/15-15	Wellbeing Performance Panel (11 Aug)	• Monitoring disability services for adults	Wellbeing	28 Aug	2 Sep	29 Sep

14/15-16	Service Improvement & Finance (20 Aug)	• Flying start
		• Issues relating to Sustainable Swansea Budget Strategy:
		  ᵥ Public engagement with the budget
		  ᵥ Digital services
		  ᵥ Governance structures for Sustainable Swansea
			Finance & Resources	11 Sep	18 Sept	29 Sept

14/15-17	Schools Performance Panel (21 Aug)	• Elective Home Education	Learning and Skills, Opportunities for CYP	9 Sep		

CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Mark Child
Cabinet Member for Wellbeing

Councillor June Burtonshaw
Cabinet Member for Place

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:*	**6 August 2014**

Dear Councillor Child and Councillor Burtonshaw,

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

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

We have a number of questions about the Corporate Improvement Plan that relate to your portfolios, particularly around housing. We would be grateful if you could provide us with responses to the following questions:

**F1: Affordable Housing
Measure: Number of new affordable housing units provided/needed**

- How much money has been provided to the Local Authority through commuted sums and what use has been made of this?

- At what stage are new Affordable Housing units included in the figures, is it when planning permission is granted, when building is completed or when an occupier moves in?

Overview & Scrutiny / Trosolwg a chraffu

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

E1: Social Services and Housing staff trained in welfare rights and benefits advice
Measure: number of staff/workers trained in welfare rights/benefits advice appropriate to their role.

- The figure in the Improvement Plan provides a total number of staff across the Authority who received welfare rights/benefits training. However we would like more specific figures from Social Services Department and the Housing Service regarding the % of staff who have undergone this training and whether there is an on-going programme to ensure that relevant staff (who may be dealing with these issues) receive this training.

F3: Sustaining Council house tenancies
Measure: % of tenants staying in their Council tenancy for more than 2 years.

- Has the Council made use of the DWP fund for Discretionary Housing Payments to assist Council tenants who are in arrears due to the Housing Benefit Changes, if so how many tenants have been helped and what amount of funding has been accessed?

- Has the Council made use of its power to request that Housing Benefit is paid directly to it as landlord in cases where tenants have gone into arrears and been unable to manage their finances? If so, in how many cases has this occurred?

It would be helpful to receive your reply to this letter by 6 September 2014 so that it can be included in the agenda of a future Scrutiny Programme Committee meeting at the earliest opportunity. We look forward to receiving your response.

Yours sincerely,

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

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 105

C ITY A ND C OUNTY O F S WANSEA

D INAS A S IR A BERTAWE

Councillor Mary Jones
City & County of Swansea

Please ask for: Gofynnwch am:	Councillor June Burtonshaw / Councillor Mark Child
Direct Line: Llinell Uniongyrochol:	(01792) 636926
E-Mail / E-Bost:	june.burtonshaw@swansea.gov.uk
Our Ref / Ein Cyf:	JEB/MC/VHD
Your Ref / Eich Cyf:	
Date / Dyddiad:	3rd September 2014

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

---

Dear Councillor Jones

SERVICE IMPROVEMENT AND FINANCE SCRUTINY PERFORMANCE PANEL – 17TH July 2014

Thank you for your letter dated 6th August 2014 regarding the above.

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

F1 – *How much money has been provided to the Local authority through commuted sums and what use has been made of this* **?-** The total receipt to date   of Commuted Sum is £1,805.096; this is being used to support a range of new affordable housing developments in the City and County built via local RSLs

F1 – *At what stage is an affordable housing unit included in the figures ?* - An affordable housing unit is included in the figures once the property is completed.

E1 – *What percentage of staff have received welfare rights/benefits training across Social services and Housing and is there an ongoing training   programme ?* **-**The figure referred to in the Improvement Plan provides the total number of people trained and this figure also includes those working in partner agencies.

-1-

C OUNCILLOR/Y C YNGHORYDD
JUNE BURTONSHAW
CABINET MEMBER FOR PLACE
AELOD Y CABINET DROS LEOEDD

C ABINET OFFICE, C IVIC C ENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, C ANOLFAN D DINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN

☎ (01792) 636926   📠 (01792) 636196
✉ june.burtonshaw@swansea.gov.uk   www.swansea.gov.uk

The % breakdown of those receiving benefit specific training is as follows:

Service Area	% of staff who have received training
Social Services	26.8%
Housing	12.3%
Community Regeneration	9.3%
Culture & Tourism	2.3%
Education	8.3%
Other Departments	0.42%

An annual training programme outlining all Welfare Rights/benefits courses is circulated around the Authority and to partner agencies by the Welfare Rights Unit   and is available on the intranet;

Available places on courses are advertised; as are any additional courses / seminars that the Unit provide in addition to the annual training programme.

F3 – *Has the council made use of the DWP fund for Discretionary Housing Payments to assist Council tenants who are in arrears due to Housing Benefit Changes, if so how many have been helped and what amount of funding has been accessed ?* The Housing Service is proactive promoting the use of DHP's for tenants affected by housing benefit changes, many of whom are experiencing increasing rent arrears. Rents Officers have a specific role in identifying tenants who may be eligible for DHP funding and assisting them in accessing the fund. In addition a dedicated Financial Inclusion Officer in the   Rents Team works with tenants   who have more complex financial difficulties, giving money advice which includes assistance in accessing DHP funding. In the 2013/14 financial year, the Council received £474,871 from the DWP and an additional £100,320 from the Welsh Government, a total of £575,191, for DHP funding. Of this funding £338,020.46 was paid to Council tenants who were claiming hosing benefit and considered to be in financial hardship. This includes those affected by the recent changes in relation to housing benefit.

-2-

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

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN
☎ (01792) 636926   ☏ (01792) 636196
✉ june.burtonshaw@swansea.gov.uk   www.swansea.gov.uk
Page 107

F3 – Has the Council made use of its power to request that Housing Benefit is paid directly to it as a landlord in cases where tenants have gone into arrears and been unable to manage their finances ?, if so in how many cases has this occurred ? At present in relation to Council tenancies housing benefit is paid directly to tenants rent accounts. Looking ahead to the full implementation of Universal Credit, this will in all probability result in tenants (of working age) having their housing benefit paid directly to them. When this happens the Council will, when appropriate, request direct payments. In line with existing DWP   regulations this will apply to tenants who are 8 weeks or more in arrears or if a tenant is considered to be vulnerable.

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

Yours sincerely,

COUNCILLOR JUNE BURTONSHAW
CABINET MEMBER FOR PLACE

COUCILLOR MARK CHILD
CABINET MEMBER FOR WELLBEING

-3-

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

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN
☎ (01792) 636926   🖷 (01792) 636196
✉ june.burtonshaw@swansea.gov.uk   www.swansea.gov.uk
Page 108

C I T Y   A N D   C O U N T Y   O F   S W A N S E A

Dinas A Sir Abertawe

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

Please ask for: *Gofynnwch am:*	Overview & Scrutiny
Direct Line: *Llinell Uniongyrochol:*	01792 637491
e-Mail *e-Bost:*	scrutiny@swansea.gov.uk
Our Ref *Ein Cyf:*	
Your Ref *Eich Cyf:*	
Date *Dyddiad:*	28/08/2014

Dear Councillor Child

Well Being Performance Panel on 11 August 2014

The Panel met on 11 August 2014 to consider the monitoring and performance outcomes for disability services for adults. We also discussed your response to our letter of the 28 June and the new configuration for the scrutiny of wellbeing matters.

The response to Conveners letter of 28 June
We discussed your response to our letter in some details which resulted in a few further issues we wish to ask you, namely:

- How do we ensure that people with dementia are doing the regular check of their Telecare Alarm to ensure their alarm is working? Are we satisfied that those people/family/carers have the knowledge and ability to carry out this regular check?

- In relation to home care services and the reply on page 3 of your letter, you make no reference to who delivers carers assessments and support. Could you update us on this?

- Also, do we monitor how effective the training is in relation to those services mentions on page 3 of your letter? For example, do we ensure that all new staff are trained quickly by external providers?

Monitoring and performance outcomes – disability services for adults
The Head of Adult Services presented the report on this matter and we then discussed this issue in detail. The information provided separated out the performance of services to younger adults (18-64 years) from the services as a whole. We were informed that the aim of the service is to support people to achieve maximum independence and to stay in their own home and in the

communities in which they live. One of the major challenges is around enabling communities to understand and welcome people that have disabilities. We were also informed that we provide a good service for younger people with disabilities but we haven't yet taken that as far as we could have in enabling people to live as independently as possible.

We recognise the difference that supported living as opposed to residential care can have not only in huge financial savings to the tax payer but to the life of the individual in being able to make so many more choices about their life and the way they want to live it.

It was highlighted that residential services are an expensive option at £250,000 plus per year for an individual which is an unsustainable cost for large numbers of people in the future. We recognise that the reablement of people with disabilities is not only the most cost effective (at around £110,000 per year) but most importantly being supported in the community is the best option for most individuals. Although the panel did have concerns that some costs may be transferred to other public systems e.g. the benefit system. The Panel did notice that about 6% of people with disabilities still require residential care and that this figure has changed very little over recent years. The panel were pleased to hear that there was little need to place people outside of County because we have many of the support and services required within the area.

We were concerned about the high numbers of people in Swansea with Mental Health issues (as shown is the figures supplied – *page 14 of attached report*). We did recognised that the impacts of city living, deprivation and levels of substance misuse are a factor but the figure shown in comparison with other local authorities does seem to be disproportionately high and we questioned whether some research needs to be done in this area.

We also discussed the figures around safeguarding concerns *(page 7)*. We did notice that the number of new safeguarding referrals had increased and asked why this was. We were informed that because the process of managing referrals had changed and this initially caused a change in what was recorded. This should now return to a more stable figure.

The panel agreed that the performance measures that are currently in place to measure this service area and that are specified by the Wales Government, do not adequately reflect the actual experience had by service users and we were keen to hear that the Wales Government was looking at a more 'outcomes based approach' to measuring performance, that will involve more service user engagement. The panel also felt that their work could benefit from this approach especially in relation the seeing services from service user perspective possibly through use of 'service user stories'.

We also discussed the issue of carer assessments and our concerns with the Head of Adult Services. Two of our key concerns were relating to how we ensure carers are identified for assessment and whether new carers are routinely offered an assessment.

Arising from our meeting we recommend that:
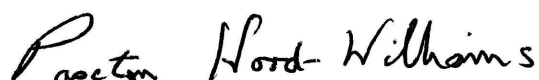
- Research is completed into why our numbers of people with Mental Health issues are disproportionately high in comparison to other local authorities and the impact that this has on services here in Swansea.

Configuration of the scrutiny of Wellbeing matters

The Panel had previously expressed concern to the Scrutiny Programme Committee about the size and workload of the Wellbeing Panel. The Scrutiny Programme Committee on the 4 August discussed these concerns and to address this have reconfigured the scrutiny of wellbeing matters, which will mean the Wellbeing Performance Panel in it current format will cease and wellbeing matters will be scrutinised using a different configuration of meetings. The Scrutiny Programme Committee will update you on their decision in due course.

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

Yours sincerely

Councillor Paxton Hood-Williams
Convenor, Child & Family Services Performance Panel
paxton.hood-williams@swansea.gov.uk

CITY AND COUNTY OF SWANSEA

DINAS A SIR ABERTAWE

Councillor Paxton Hood-Williams City & County of Swansea	Please ask for: Gofynnwch am: Direct Line: Llinell Uniongyrochol:	Councillor Mark Child (01792) 637441
	E-Mail / E-Bost:	mark.child@swansea.gov.uk
	Our Ref / Ein Cyf:	MC/VHD
	Your Ref / Eich Cyf: Date / Dyddiad:	2nd September 2014

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

---

Dear Cllr Hood-Williams,

Thank you for your letter of 28th August relating to you panel meeting of 11th August. In response to the 3 questions arising out of our previous correspondence;

• With regard to the testing of the Telecare system to individual's homes The panel will be aware that the more modern versions of equipment installed has self-testing and self-reporting automated responses, which require no intervention from the users of equipment. Whilst we have a programme of replacement of older equipment, we cannot yet report that all equipment used is self-reporting, so we must also rely on users making regular checks of installed equipment by contacting the call centre. The weakness of this approach has already been identified by the panel, especially when users may have a degree of dementia. Our programme of replacement will continue to ensure this risk is minimised, but we will need to continue to rely on users (or family members, where the user may have dementia) to test equipment and report back to us, so that remedial action can be undertaken.

-1-

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

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

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

- Carers' assessments are usually delivered by assessment and care management staff working in the range of adult service teams. We are piloting a scheme in the Gower area, linked to the Integrated Gower Team (Domiciliary Care) where the Carers Centre in Swansea is commissioned to undertake the carers assessment as this may provide a possible model for the future especially in intermediate tier services, (reablement services). Support for Carers is delivered by a wide range of organisations depending on the needs of that carer. These include CCSABMU, Swansea Cares Centre, Alzheimer's Society and other third sector organisations.

- Training for non-council care providers is monitored via the framework contract, however this can only be done on a reactive basis, if issues are raised as there is limited contract monitoring capacity. It is also monitored by CSSIW during their regular inspection of domiciliary care services.

Thank you for your comments regarding services to Adults with disabilities. I do find the term "Younger Adults" a bit confusing, as it refers to adults who are below 65 years old, to differentiate them from Older People. In layman's ears I think Younger Adults would be people in their twenties, and would welcome another way of describing this group of people.

Efforts to help people live in community are done because it is widely agreed this is better for their own wellbeing, their quality of life and their own esteem. It is of course also welcome as it is significantly less costly than the residential alternative.

I have no idea why the figures for mental health are greater in Swansea than in most other Welsh Authorities, and will need to speak to ABMU Health Trust and possibly the University to see if a reason can be put forward. This is an important issue and I will ask officers to make enquiries.

-2-

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

CABINET OFFICE, CIVIC CENTRE, OYSTERMOUTH ROAD, SWANSEA SA1 3SN
SWYDDFA'R CABINET, CANOLFAN DDINESIG, HEOL YSTUMLLWYNARTH, ABERTAWE SA1 3SN
☎ (01792) 637441   📠 (01792) 636196
✉ mark.child@swansea.gov.uk   www.swansea.gov.uk

We are waiting for the Welsh Government to issue more and better measures for Adult Social Service performance, including outcome based ones. I understand there is still some debate about these, as there needs to be a shared understanding so that comparisons can be made across Wales.

Your point about 'service user stories' is well made. The recent CSSIW report on our Child and Family services mentions that Councillors, amongst others, would benefit from more direct understanding of cases, and I think this principle is relevant across Social Services.

I understand there is to be a new format for Scrutiny. Firstly, thank you for all the beneficial work your Panel has undertaken and I look forward to working with the new arrangements. I am particularly happy that a continued focus on Child and Family performance will remain. Whilst this service, and those working in it, have shown significant improvement since the days of the Intervention Board, there remain serious challenges, and it remains our biggest duty, to try and improve the lot of children to whom we have need to become Corporate Parents. The thought of 'if this was my child' must stay uppermost in our minds.

Yours sincerely,

COUNCILLOR MARK CHILD

CABINET MEMBER FOR WELLBEING

-3-

CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Rob Stewart
Leader of the Council

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:*	**11/9/2014**

Dear Councillor Stewart,

Service Improvement and Finance Scrutiny Performance Panel
20 August 2014

Thank you for attending our Panel meeting on 20 August in your capacity as Cabinet Member for Finance & Resources, and engaging in an interesting and productive discussion regarding the Sustainable Swansea – fit for future Strategy and Delivery Programme. We are also grateful to Dean Taylor for his helpful advice and support at the meeting. This letter summarises the main points from our discussion.

Public engagement
We discussed in detail with you public engagement with the budget process. It is essential that the public are involved with any decisions relating to the stopping of services and the future priorities of the Council. We wish to emphasise how important it is that the engagement on these key issues is with the right people and that it provides opportunities for a wide range of people to get involved. We are pleased to see the Sustainable Swansea Strategy includes an engagement strategy and we look forward to receiving more detail about it at our meeting on 17 September (as per your suggestions for scrutiny involvement in the budget process outlined in your letter to me dated 18 July).

In this letter you also suggested that the Panel could consider the engagement outcomes at our meeting on 10 December. We feel that this is too late in the process and would request that the information is provided to us sooner if possible. You

agreed to check the date for the end of the consultation and confirm how soon we would be able to have the information.

Digital services

We were interested to learn of the Council's strategy for improving access to services via digital means and ensuring that our customer contact strategy is fit for purpose in the future. However we were keen to ensure that this does not mean that the Council goes down the route of only providing digital/call centre contract. We were pleased to receive your assurance that you agreed there will always be a need for face to face contact for more vulnerable people or complex cases. You informed us that the strategy is not about removing channels of communication but offering excellent digital contact so that the people who can use it will chose to.

Governance structures for Sustainable Swansea

We discussed the governance structure and noted that it indicates that a lead Member will be allocated to each of the four work streams, although this has not yet happened. You advised us that the structure related to the officer side of the work stream delivery is not reflective of political involvement in the budget; however plans are in place to allocate a lead member to each work stream. We would like to be kept informed of developments in this area and to be provided with an up-dated governance chart once the Members have been appointed.

End of Year Performance Report

We also considered the End of Year Performance report. In particular we discussed the performance of Flying Start and agreed that this is an area that requires further scrutiny. We will be contacting the relevant Cabinet Member separately to make arrangements for this.

It would be helpful to receive your reply to this letter by 13/10/14 so that it can be included in the agenda of a future Scrutiny Programme Committee meeting at the earliest opportunity. We look forward to receiving your response.

Yours sincerely,

Mary Jones

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

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

Please ask for: Gofynnwch am:	Councillor Rob Stewart
Direct Line: Llinell Uniongyrochol:	(01792) 637440
E-Mail / E-Bost:	rob.stewart@swansea.gov.uk
Our Ref / Ein Cyf:	RS/SH
Your Ref / Eich Cyf:	
Date / Dyddiad:	18 September 2014

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

Dear Councillor Jones

SERVICE IMPROVEMENT AND FINANCE SCRUTINY PERFORMANCE PANEL 20 AUGUST 2014

Thank you for your letter dated 11 September 2014, regarding the above.

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

Public Engagement

I agree that we need to engage the right people in the budget process, whilst also ensuring a wider audience is aware of the financial and service challenges we face. Our strategy is designed to engage and inform a wide range of people. In preparation, we have provided training to Officers and Members through Participation Cymru to provide them with the skills to engage their communities in these important discussions.

I am pleased that the Panel recently discussed these matters at its meeting on the 17 September and I look forward to any views and ideas that have arisen from the meeting and to working together on this over the coming months.

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
LEADER / ARWEINYDD

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

☎ (01792) 636141   📠 (01792) 636196
✉ rob.stewart@swansea.gov.uk   www.swansea.gov.uk

In terms of providing the engagement outcomes to the Panel prior to the 10 December, it is important for any results and/or feedback to be provided to the Panel at the earliest opportunity. Due to the nature of the on-going engagement process it is likely that feedback and results will come into the Council on a rolling basis over the coming months and I have asked that this is provided to the Panel as soon as it is available.

Digital Services

There are a number of benefits to providing digital services and, like most other public and private sector organisations, the Council is developing its digital offer across a wide range of service areas.

The Customer Contact Strategy, approved by Cabinet in July 2014, recognises the need for a balance between providing digital services and ensuring those who are unable to use online services can still receive services, including face-to-face contact with Council staff.

The Council's website is due to be re-launched later this month and this will provide a modern site that offers a wider range of online and transactional services to make it easier for customers to access services.

During the coming months we will be prioritising a number of services that will be available online. This will be supported by a marketing campaign entitled *"do it online"* to encourage people to use online services. However, we will also ensure that those people who unable to access services online are not excluded.

The Civic Centre Contact Centre will still be the focal point for face-to-face contact, and we are considering a range of initiatives to improve access and to reduce queuing times for customers there.

We will also consider creating community hubs so that people can access services and staff without the need to travel to the Contact Centre. At the same time we want to support people to use online services.

Councillor/Y Cynghorydd
ROB STEWART
LEADER / ARWEINYDD

Cabinet office, Civic Centre, oystermouth road, swansea SA1 3SN
SWYDDFA'R CABINET, Canolfan Ddinesig, heol ystumllwynarth, abertawe SA1 3SN
☎ (01792) 636141 📠 (01792) 636196
✉ rob.stewart@swansea.gov.uk   www.swansea.gov.uk

Earlier this year we launched a digital inclusion programme to provide training to people who do not have the skills to use online services. To date more than 600 people have attended the courses and we've also trained 70 digital champions who can provide support and advice to customers to use online services. We are currently considering extending this programme by a further year to support even more people in this way.

Governance Structures for Sustainable Swansea

As requested, an up-to-date Governance Chart will be provided once the Members have been nominated to support various aspects of Sustainable Swansea.

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

Yours sincerely

COUNCILLOR ROB STEWART
LEADER & CABINET MEMBER FOR FINANCE & STRATEGY

Councillor/Y Cynghorydd
ROB STEWART
LEADER / ARWEINYDD

Cabinet office, Civic Centre, oystermouth road, swansea SA1 3sn
swyddfa'r cabinet, Canolfan Ddinesig, heol ystumllwynarth, abertawe SA1 3sn
☎ (01792) 636141   📠 (01792) 636196
✉ rob.stewart@swansea.gov.uk   www.swansea.gov.uk

Page 119

Report of the Chair

Scrutiny Programme Committee – 29 September 2014

SCRUTINY DISPATCHES

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

1. **Introduction**

1.1 The Scrutiny Programme Committee is responsible for the various informal scrutiny activities and monitoring progress to ensure that the work is effective. The committee also wants to ensure that findings from performance panels and working groups have the required visibility.

1.2 'Scrutiny Dispatches' is meant to be a short but informative summary of the headlines from the work of scrutiny. It is reported to each council meeting. Rather than provide a detailed progress report across all activities it aims to provide headlines, for example, key outcomes, findings, and events, typically with one major story each time.

1.3. Content from the dispatches is also posted on the Swansea Scrutiny blog so that it can be shared across social media platforms to develop public engagement in scrutiny.

2. **Scrutiny Dispatches**

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

2.2   The dispatches report will be included in the agenda of the council meeting on 4 November.

2.3   The committee is invited to comment on the content and propose changes to ensure coverage of the significant issues.

3.   Legal Implications

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

4.   Financial Implications

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

Background Papers: None

12 September 2014

Legal Officer: Nigel Havard
Finance Officer: Ben Smith

Scrutiny Dispatches

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

Good Scrutiny? Good Question!

(Lead: Councillor Mike Day)

There is an increasing emphasis in Wales on scrutiny, not just in terms of accountability but as a tool for the improvement of local services and engaging citizens. On the back of the report of the Williams Commission the Auditor General for Wales published his national improvement study called 'Good Scrutiny? Good Question!', on scrutiny in Welsh local government. The Scrutiny Programme Committee met with Helen Keatley and Tim Buckle from the Wales Audit Office to discuss this report.

During the meeting in September the committee considered the key findings, recommendations and implications of the report. As opposed to a detailed inspection or review, the report was founded on observations over the last 2 years (including self-evaluation and peer review) and good practice. The report concluded that local government scrutiny in Wales was improving but councils need to do more to develop consistently rigorous scrutiny to increase public accountability in decision making. The aim was to develop a model for what good scrutiny looks like, and the committee was referred to a set of outcomes and characteristics for local government overview and scrutiny which were included in the report.

The next step is for the committee to consider the recommendations made within the Good Scrutiny? Good Question! report and incorporate actions into improvement plans. It was noted that the Wales Audit Office would be carrying out an in-depth corporate governance review around November which will look further at progress with and the impact of the Council's scrutiny arrangements.

Apart from considering the specific audit recommendations there are a number of important issues that will influence the work of scrutiny in the future that will need careful consideration including:

- the drive to assess and improve the impact of scrutiny work
- increasing and improving our engagement with the public and interested parties in the work of scrutiny
- budget pressures and impact of budget reductions on services across Swansea
- regionalisation of services and how these will be scrutinised

It is important to ensure we have these issues in our minds when planning and carrying out our scrutiny work.

Improving the streetscene

(Lead: Councillor John Bayliss)

The Streetsecene Scrutiny Inquiry Panel is about to conclude its work. Its final report is expected to come before the Scrutiny Programme Committee at the end of October. The inquiry has been looking at the maintenance and cleanliness of roads, footways and verges in Swansea, and what improvements could be made. The report will detail key findings from evidence gathered and conclusions from this work, and recommendations for Cabinet. Following a presentation of the final report by the convener, Cllr John Bayliss, the Scrutiny Programme Committee will be asked to agree its submission to Cabinet for decision. More on this to follow!

Service Improvement and Finance Performance Panel progress update

(Lead: Councillor Mary Jones)

Performance Panel conveners attend the Scrutiny Programme Committee on a regular basis to provide an update on progress. On 1 September that was the turn of Councillor Mary Jones who leads the work of the Service Improvement and Finance Scrutiny Performance Panel. This Panel has an overarching remit to ensure that the Council's budget, corporate and service improvement arrangements are effective and efficient. The Panel is currently meeting on a monthly basis and has a full work programme this year which will include being involved with the budget process throughout the year. In addition the Panel will be increasing its contact with cabinet members around budget and performance matters. The Panel have also identified the new ICT Contract and Flying Start performance amongst key pieces of work that would benefit from scrutiny.

Scrutiny of social services

Changes recently made to the scrutiny work programme mean that the former Wellbeing Scrutiny Performance Panel has been replaced with 2 new Panels. Firstly, a new Child & Family Services Scrutiny Performance Panel will ensure continued focus on monitoring and challenging assessments on service performance and quality in respect of children's social services. Given the importance of, and past focus on, Child & Family Services, and, as it is potentially still an area of high risk, this warrants attention. Although the service has made good progress it is vital this is maintained and that further improvements are made across all areas of the service.

Secondly, a potential inquiry into Transforming Adult Social Services has been agreed. Councillors have identified this as a priority for scrutiny and the Panel could look at the change process and provide critical friend challenge to proposed or anticipated improvements. It is expected that this Panel will consider the outcome of the independent review into older people's services due to report shortly and how it will be used to progress the transformation of services, and inform budget discussions. This will start off as a 'working group' to gain a greater understanding of the background and develop the scope and terms of reference to determine how the Panel should operate. As the inquiry work of this Panel comes to an end, it will be set up as an Adult Social Services Performance Panel, and Terms of Reference will be changed to reflect this change.

Following up on scrutiny inquiry outcomes

Follow ups on scrutiny inquiries consider both the implementation of scrutiny recommendations and the wider impact made. Inquiry panels are reconvened between 6-12 months after the cabinet decision, to look at outcomes. The inquiry follow ups in the pipeline so far this year are:

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

Connect with Scrutiny:
Room 3.3.7, Civic Centre, Swansea. SA1 3SN (Tel. 01792 637732)
Web: www.swansea.gov.uk/scrutiny   **Twitter:** @swanseascrutiny
Email: scrutiny@swansea.gov.uk   **Blog:** www.swanseascrutiny.co.uk
Like us on Facebook: www.facebook.com/swanseascrutiny

Report of the Chair

Scrutiny Programme Committee – 29 September 2014

LOCAL GOVERNMENT PERFORMANCE 2013-14 (REPORT OF LOCAL GOVERNMENT DATA UNIT ~ WALES)

Purpose	The Committee is provided with a national performance report which will be useful in supporting and informing the work of scrutiny in Swansea.
Content	The report, which is the ninth annual bulletin published by the Local Government Data Unit ~ Wales, contains information on the level and range of performance across Wales between 2013-14 on a number of service areas.
Councillors are being asked to	• consider the performance results • use the information published to help inform the scrutiny work programme
Lead Councillor(s)	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer & Report Author	Brij Madahar, Overview & Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

1.1 It is the responsibility of non-executive councillors to scrutinise the authority's service performance to help drive improvement. To help ensure that challenge is well informed scrutiny should be aware of reports that are published which provide information on service performance.

1.2 The Local Government Data Unit ~ Wales has recently published its ninth annual bulletin on local authority performance across a range of services. It compares performance during 2013-14 across the 22 Welsh Local Authorities.

1.3 The indicators reported within are part of the Performance Improvement Framework for local authorities in Wales and reflect key priorities identified by the Welsh Government and local government in Wales, including:

- Providing a clean and safe environment
- Providing affordable and appropriate housing
- Supporting safe and independent lives

- Safeguarding children
- Educating children

1.4 Swansea's performance when compared across Wales, as reported in the bulletin, can be summarised as follows (where possible comparison has been made with results for the previous year):

a) Performance within the top quarter:
- The % of roads in overall "poor" condition *(same as 2012-13)*
- The % of young carers known to social services who were assessed

b) Performance within the bottom quarter:

- The % of reported fly – tipping incidents cleared within 5 working days *(was above welsh average in 2012-13)*
- The % of municipal waste collected by local authorities sent to landfill *(same as 2012-13 but improvement of 2 places)*
- The % of adult clients who are supported in the community during the year *(was below welsh average in 2012/13)*
- The % of children's reviews carried out in line with the statutory timetable *(same as 2012-13 but improvement of 3 places)*

c) Performance in between:

..but above Welsh average:

- The % of highways and land of a high or acceptable level of cleanliness
- The % of clients whose care plans should have been reviewed that were reviewed *(same as 2012-13)*
- The rate of delayed transfers of care due to social reasons
- The % of carers of adults who were offered an assessment or review of their needs in their own right during the year *(same as 2012-13)*
- The % of initial assessments where there is evidence that the child has been seen by the social worker *(same as 2012-13)*
- The average point score for pupils in schools maintained by the local authority *(same as 2012-13)*
- The % of final statements of special education need issued within 26 weeks *(same as 2012-13)*

..but below Welsh average:

- The % of municipal waste collected by local authorities

prepared for reuse and/or recycled, composted or treated biologically in another way *(was in bottom quarter in 2012/13)*

- The average number of days taken to deliver a Disabled Facilities Grant *(same as 2012-13)*
- The % of initial assessments where there is evidence that the child has been seen alone by the social worker *(same as 2012-13)*
- The % of statutory visits to looked after children that took place in accordance with regulations *(same as 2012-13)*
- The average point score for looked after children in any local authority maintained learning setting *(was in top quarter in 2012-13)*
- The % of pupils assessed at the end of key stage 3 achieving the core subject indicator

NB – the full performance indicator data is published on the Data Unit website: www.dataunitwales.gov.uk)

1.5   Members should consider how best to use the information provided to help to motivate, focus and inform the scrutiny work programme, and support the work of scrutiny in Swansea.

1.6   Data Unit Wales have also launched a new interactive tool which allows the public, councillors, officers and partners to easily compare councils' performance across Wales and over time. "MyLocalCouncil" (www.mylocalcouncil.info) has been designed to be intuitive and user-friendly in order to make the latest key performance information for Wales' 22 councils more accessible.

1.7   The Service Improvement & Finance Scrutiny Performance Panel has been asked to look at this report in more detail in support of its work.

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
18 September 2014

Legal Officer: Nigel Havard
Finance Officer: Ben Smith
Appendix – Local Government Performance 2013-14 (Report of the Local Government Data Unit ~ Wales)

Local Government Performance 2013-14

We are pleased to present this, the ninth annual bulletin on local authority performance. This bulletin contains information on a range of local authority services. We have used the data to highlight the overall level and range of performance across Wales. The full data set is available on our website.

We have also launched a new interactive tool which allows the public, councillors, officers and partners to easily compare councils' performance across Wales and over time. "MyLocalCouncil" has been designed to be intuitive and user-friendly in order to make the latest key performance information for Wales' 22 councils more accessible.

Overall performance

At a Wales level, 70% (31) of the 44 indicators which are comparable between 2012-13 and 2013-14 show improvement.

The gap in performance (between the best and worst performing authorities) narrowed in 59% (26) of the indicators.

For 43% of the indicators, performance improved <u>and</u> the gap between the best and worst performing authorities narrowed.

Service improvement

Local authorities are often one of the largest employers in an area and provide a range of services for the communities they serve. The table below shows how these services performed in 2013-14 compared to 2012-13.

Service Area	No of comparable indicators	% of indicators where performance improved	% of indicators where the gap narrowed	% of indicators where performance improved <u>and</u> the gap narrowed
Education	11	82%	64%	55%
Social Care	20	60%	60%	40%
Housing	3	100%	67%	67%
Environment & Transport	6	83%	50%	33%
Planning & Regulatory Services	2	50%	50%	50%
Leisure & Culture	2	50%	50%	0%
Overall	*44*	*70%*	*59%*	*43%*

Page 127

Performance over time

The performance of local authorities across Wales has improved consistently over recent years. The indicator set has remained relatively stable since 2011-12. Since then, 78% of comparable performance indicators show an improvement. Over this period, every authority improved or maintained its performance in over half of the indicators, ranging from 53% in Newport to 86% in Cardiff.

On the following pages you will find information on the performance of local authorities as they deliver important outcomes for our communities.

Note

- Performance indicator titles have been simplified to aid understanding.
- We have rounded the data where this makes comparison easier.

Providing a clean and safe environment...

Local authorities ensure that the places where we live and work are clean and safe.

Across Wales, 96.8% of highways and relevant land inspected was of a high or acceptable quality in 2013-14 (compared to 95.8% in 2012-13). This ranged from 84.5% on the Isle of Anglesey to 100.0% in Denbighshire.

The percentage of highways and land of a high or acceptable level of cleanliness
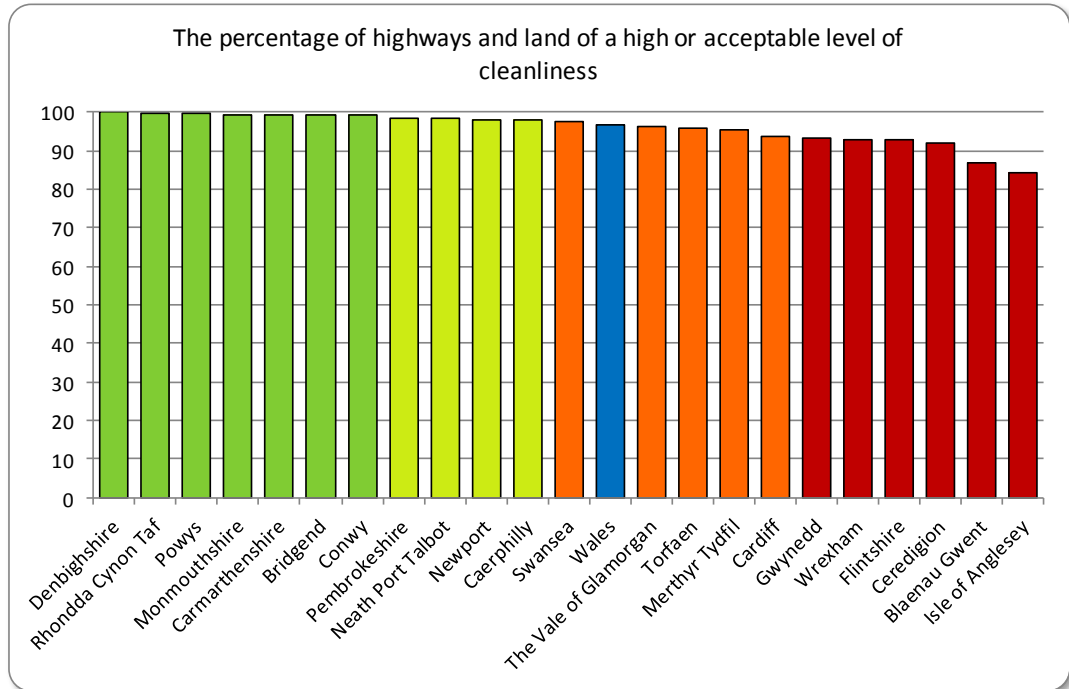
The Wales value for 2013-14 is the highest value reported since the indicator was introduced in 2007-08, with 18 of the 22 authorities improving their performance over this period.

In 2013-14, 13.2% of our roads were in an overall "poor" condition compared to 13.4% in 2012-13. This ranged from 4.3% in Flintshire to 20.4% in Powys.

The percentage of roads in overall "poor" condition
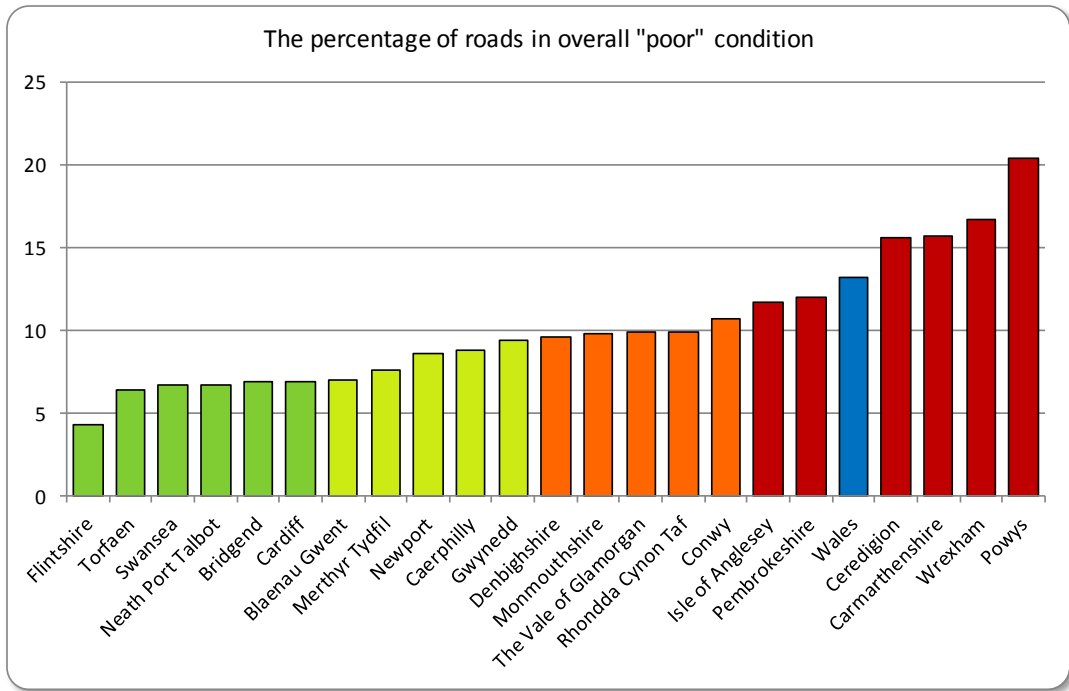
Fly-tipping is a serious environmental crime which can cause long lasting contamination, pollution and put human health at risk. Local authorities are required to clean up small scale fly-tipping incidents on public land within five days of them being reported. In 2013-14, 95.0% of fly-tipping incidents reported to local authorities were cleared within five working days (compared to 92.2% in 2012-13). This ranged from 80.3% in The Vale of Glamorgan to 100.0% in Blaenau Gwent.
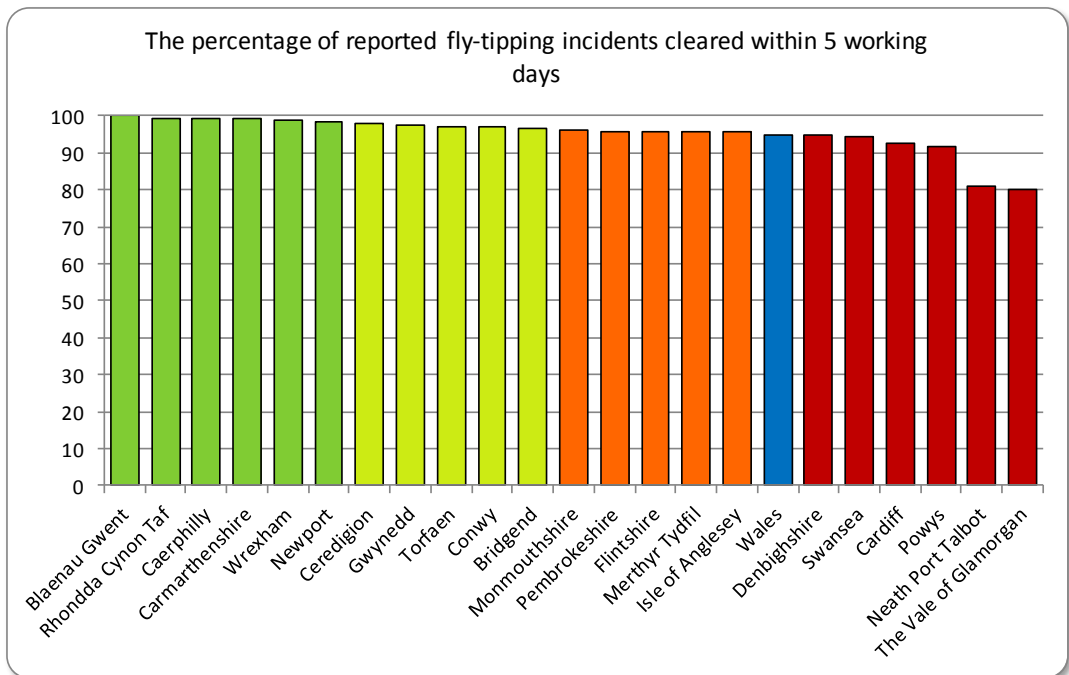
The percentage of reported fly-tipping incidents cleared within 5 working days

Authorities continue to improve their performance in safeguarding the food we eat, with 90.3% of food establishments being "broadly compliant" with food hygiene standards in 2013-14 (compared to 86.6% in 2012-13). This ranged from 85.0% in Newport to 97.5% in Gwynedd.

The percentage of food premises that are "broadly compliant" with food hygiene standards
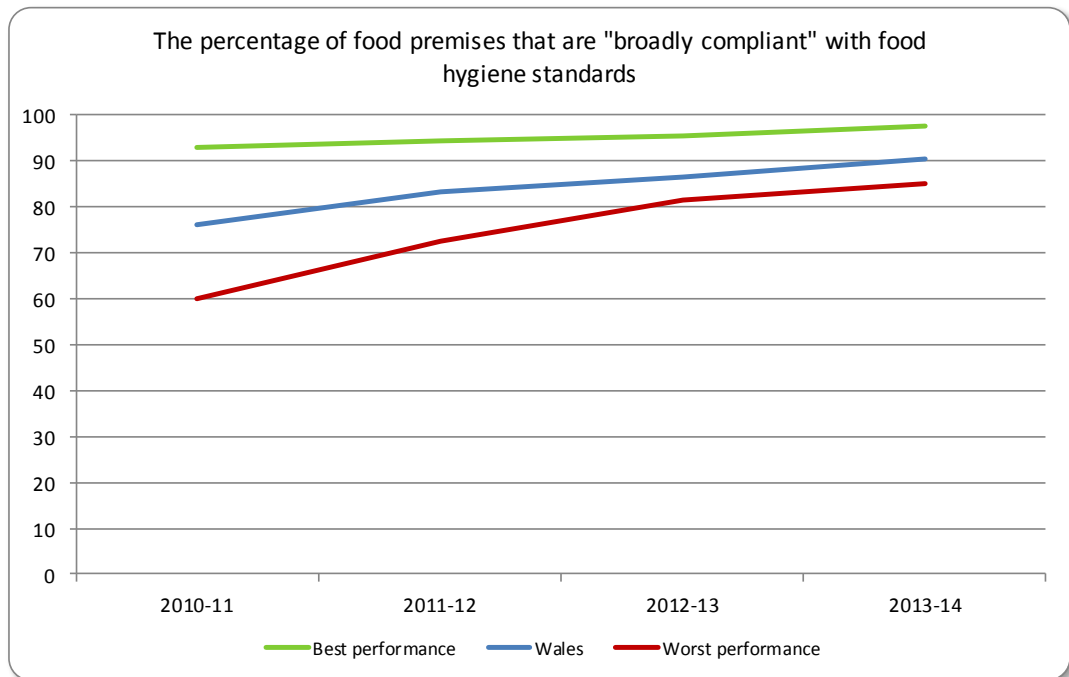
From promoting energy efficiency, to ensuring that resources are reused and recycled, local authorities play a big part in helping secure the future for the next generation.

Local authorities collect and process our waste. The amount of landfill space left in Wales is running out fast and landfill taxes mean we cannot afford to keep sending waste to landfill. Landfill can cause air, soil and water pollution. Developing ways of preventing waste, reducing waste going to landfill and increasing recycling, composting and anaerobic digestion will have a significant impact on our ability to combat climate change.

In 2013-14, 37.7% of municipal waste collected by local authorities was sent to landfill, compared to 41.0% in 2012-13. This ranged from 10.6% in Torfaen to 50.9% in Merthyr Tydfil. Over this period, Torfaen have gone from the worst performing local authority to the best.

The percentage of municipal waste collected by local authorities sent to landfill
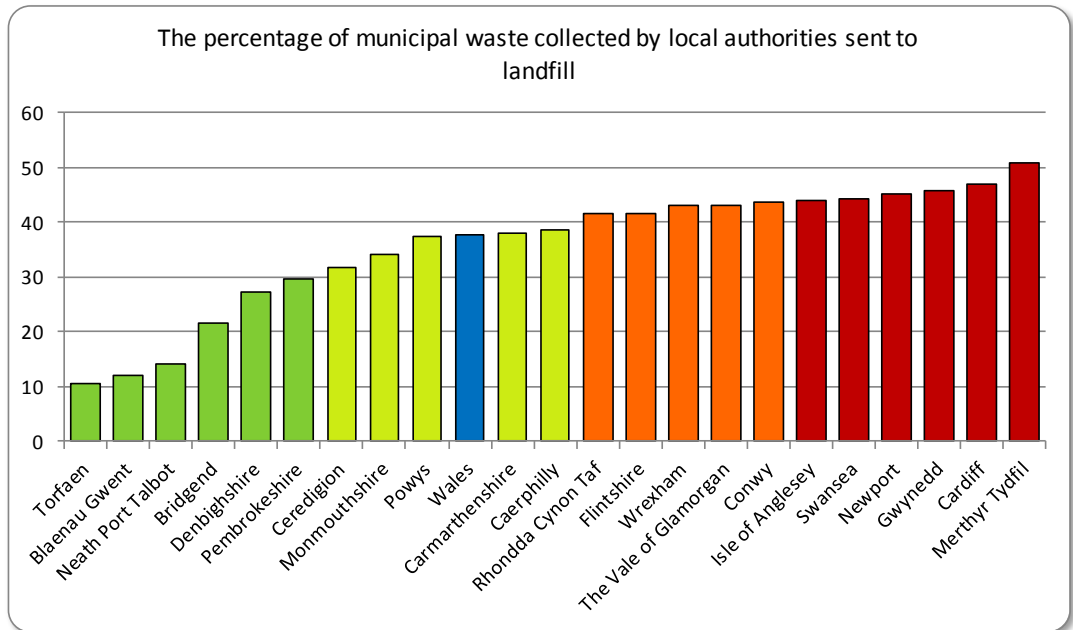
54.3% of the municipal waste collected was reused or recycled in 2013-14 compared to 52.3% in 2012-13. This ranged from 63.2% in Denbighshire to 48.2% in Merthyr Tydfil.

The percentage of municipal waste collected by local authorities prepared for reuse and/or recycled, composted or treated biologically in another way
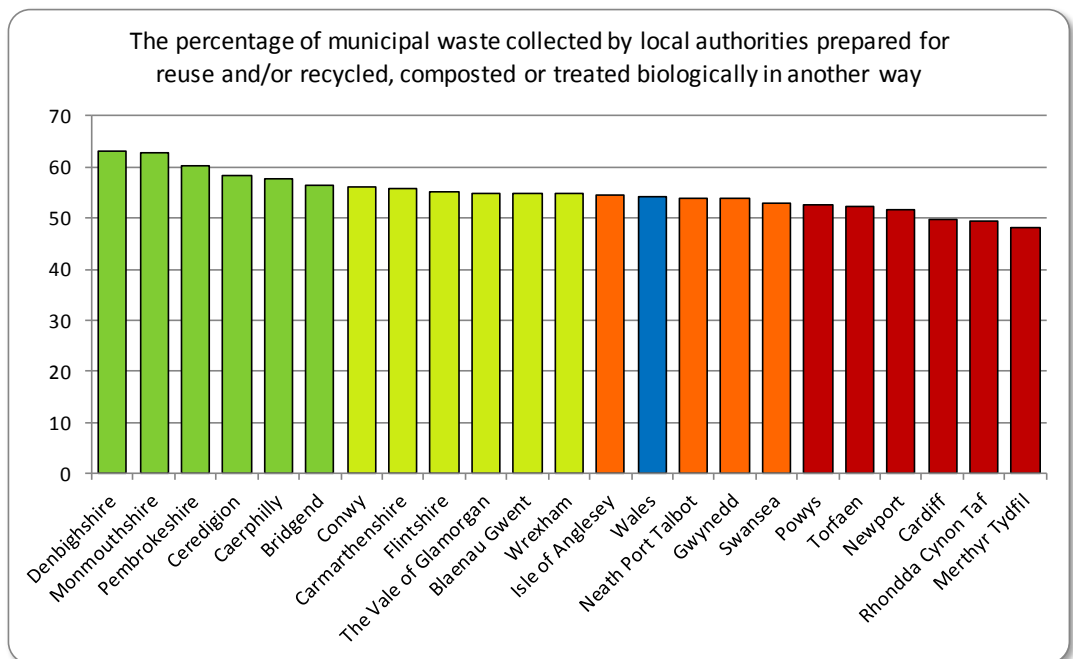
Providing affordable and appropriate housing...

Local authorities have a key role to play in ensuring that there is a sufficient supply of affordable housing to meet identified need. 37% of all additional housing units provided during 2013-14 were affordable housing.

For disabled people of all ages, housing is a key enabler of independent living. Adapted housing enables people to maintain their independence, remain in their communities and exercise choice in the way they live their lives. Disabled Facilities Grants (DFGs) can help towards the cost of adapting a disabled person's home.

Local authorities took an average of 239 days to deliver a Disabled Facilities Grant in 2013-14 (compared to 271 days in 2012-13). During this period, the gap between the best and the worst performing authorities reduced by 216 days.

The average number of days taken to deliver a Disabled Facilities Grant
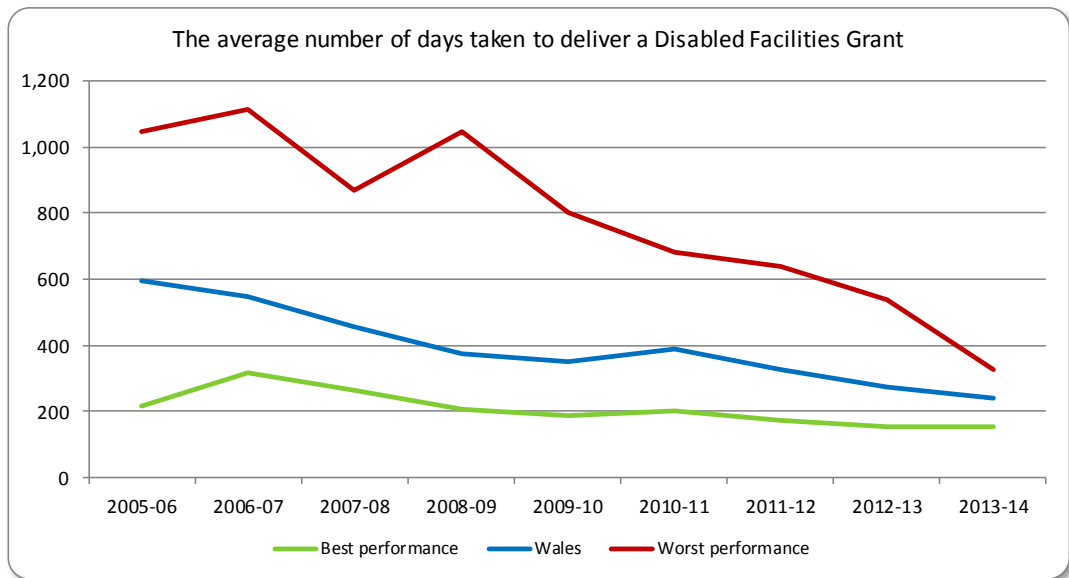
In 2013-14, the average number of days taken to deliver a Disabled Facilities Grant ranged from 156 days in Conwy to 326 days in Pembrokeshire.

Page 133

The average number of days taken to deliver a Disabled Facilities Grant
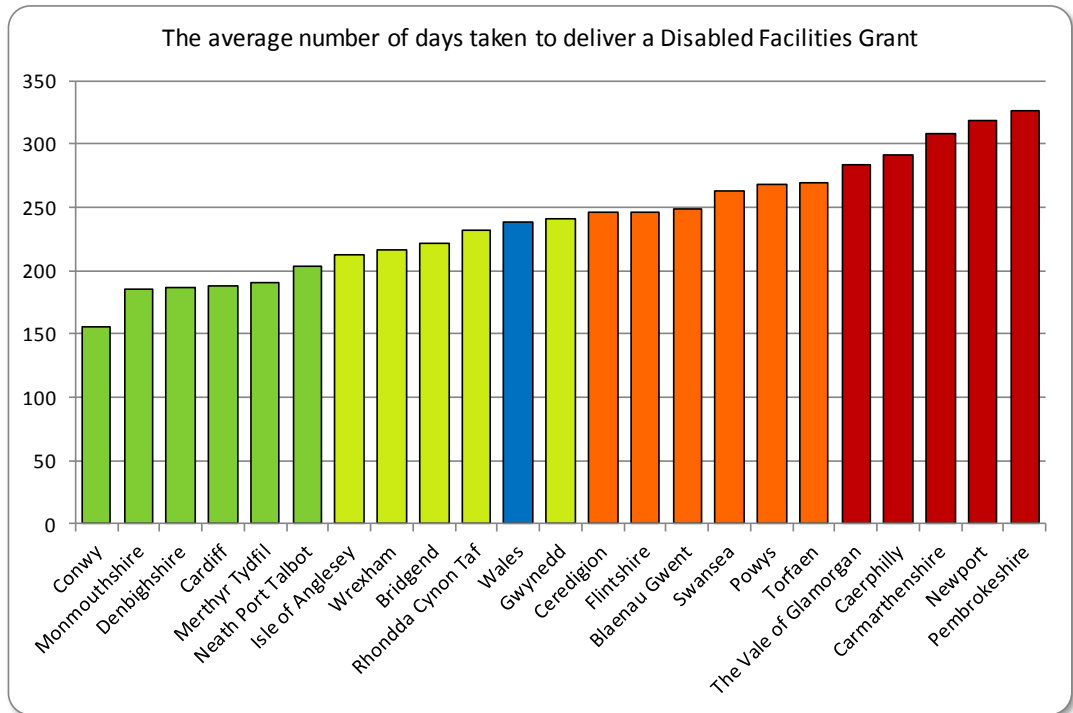
During the period, all but five of the local authorities reduced the number of days they took to deliver a Disabled Facilities Grant.

The change in the average number of days taken to deliver a Disabled Facilities Grant
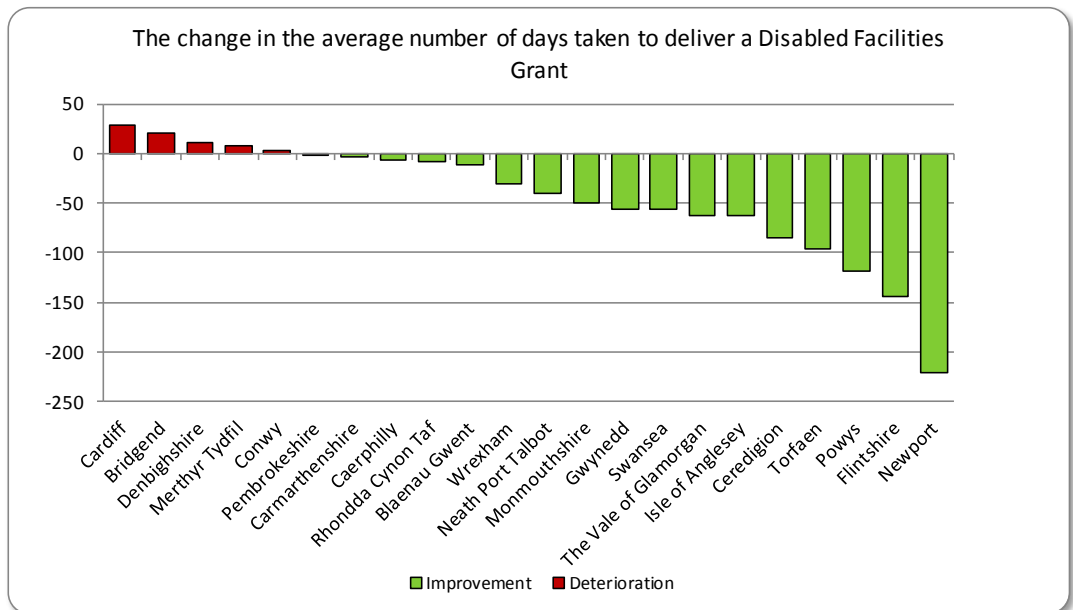
Homelessness is one of the most extreme forms of social exclusion. Action by local authorities prevented homelessness for at least six months for 66.4% of potentially homeless households in 2013-14 (compared to 62.6% in 2012-13).

The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
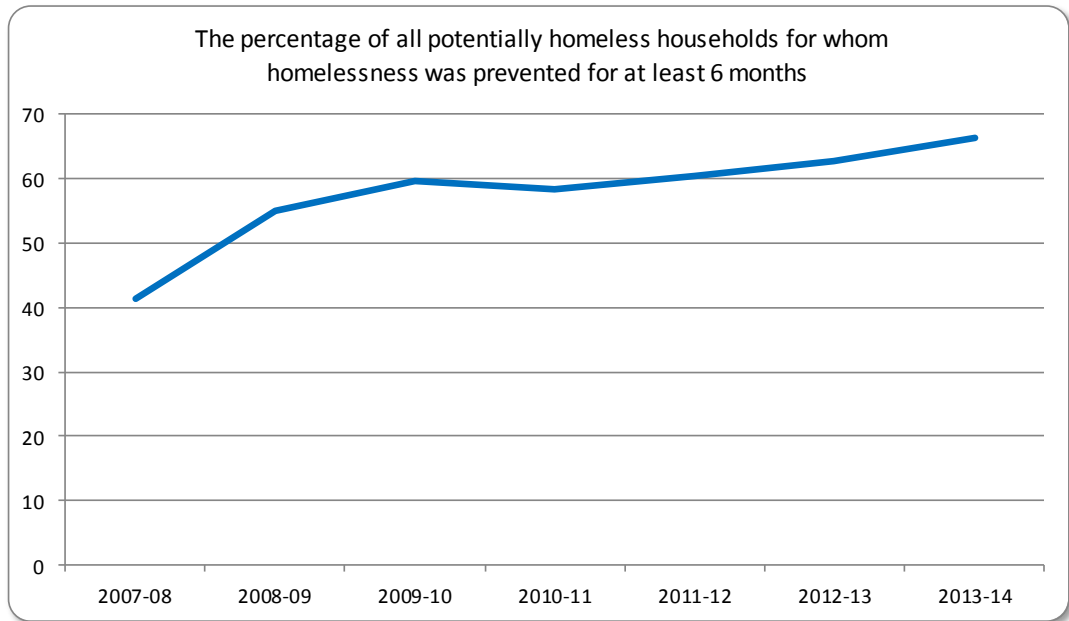
Empty homes represent a potential housing resource that may be currently underutilised. Empty homes can be a focus for increased levels of crime, vandalism, anti-social behaviour and drug-abuse. 9.2% of long-term vacant private sector dwellings were returned to occupation through direct action by local authorities in 2013-14 (compared to 5.1% in 2012-13). This ranged from 56.9% in Torfaen to 0.0% in Pembrokeshire.

Supporting safe and independent lives...

Local authorities' social services provide support to some of the most vulnerable people in our communities. In 2013-14, local authorities supported over 110 thousand people in the community or in residential homes.

86.33% of people supported by social services received that support in a community setting in 2013-14 compared to 86.16% in 2012-13. This ranged from 79.27% in Gwynedd to 91.90% in Caerphilly.

The percentage of adult clients who are supported in the community during the year
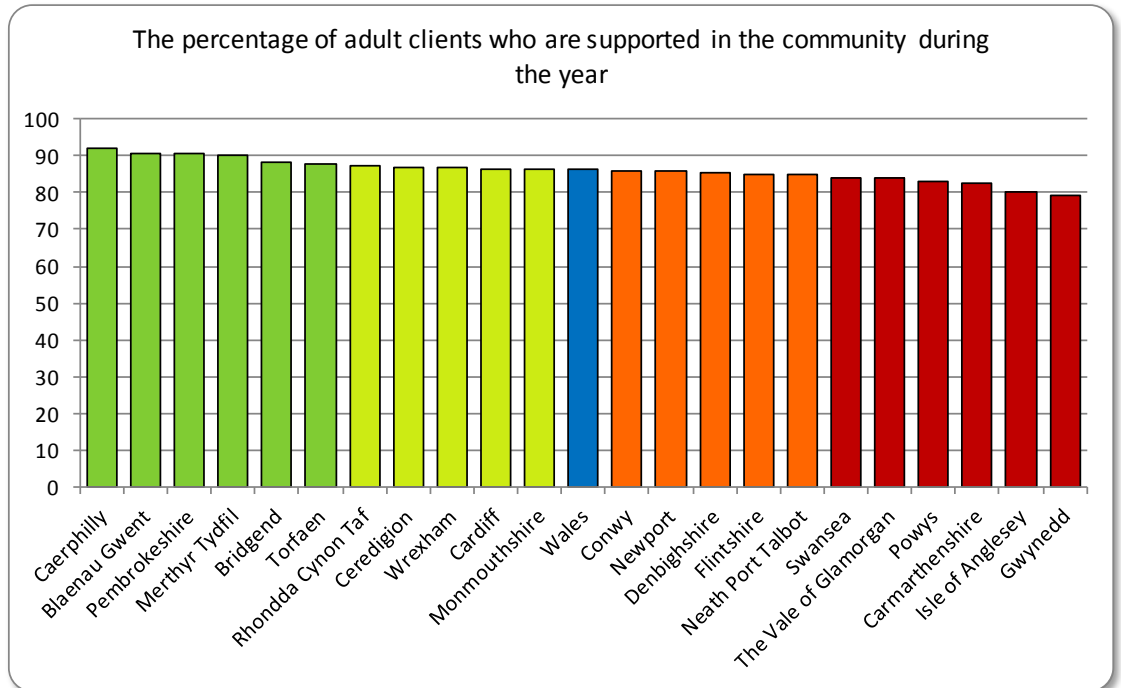
A 'care plan' describes the range of services which are put in place to meet individual's care needs. These should be reviewed regularly to make sure that the services being provided continue to be appropriate. 81.1% of care plans that should have been reviewed during the year were reviewed - the seventh successive annual improvement since 2006-07.

The percentage of care plan reviews ranged from 98.5% in Flintshire to 61.8% in Wrexham.

The percentage of clients whose care plans should have been reviewed that were reviewed
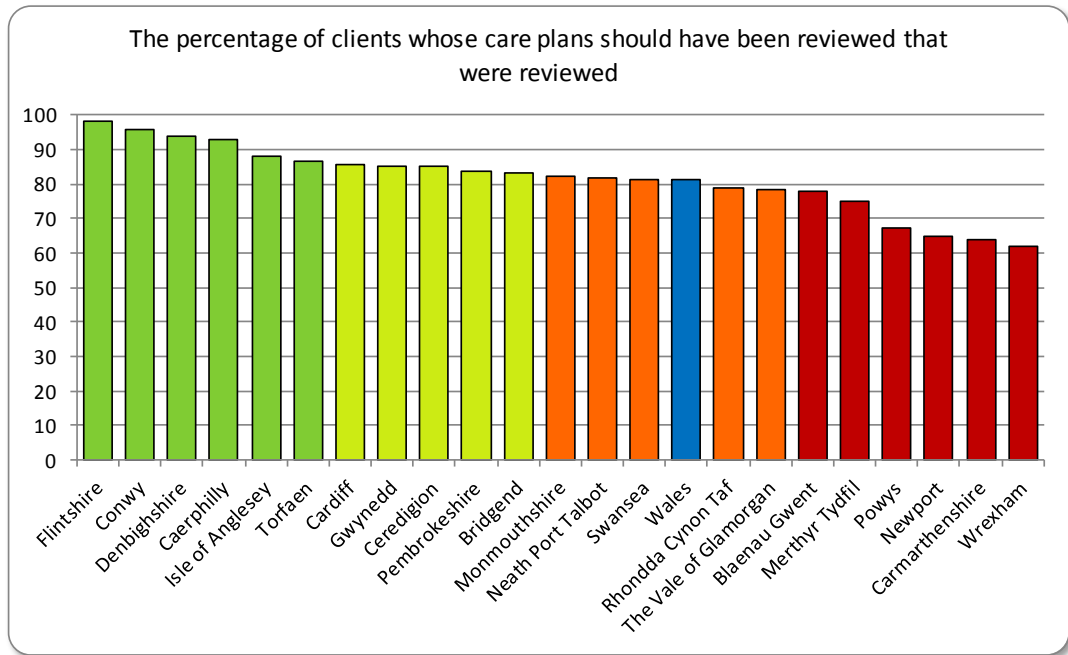
The risk was managed in 94.4% of adult protection referrals received by local authorities during 2013-14 (compared to 91.8% in 2012-13) – the third consecutive year-on-year improvement for this indicator. This ranged from 100.0% in Denbighshire, Ceredigion, Pembrokeshire, Carmarthenshire, Neath Port Talbot, Bridgend and The Vale of Glamorgan to 73.2% in Torfaen.

A delayed transfer of care – also known as "bed blocking" – arises when a person who no longer needs hospital treatment is unable to leave hospital and return to their own home or to a social care setting such as a residential home. In 2013-14 the rate of delayed transfers of care due to social care reasons was reported at 4.70 per 1,000 population aged 75 or over – a slight rise on the figure reported in 2012-13. The rate of delayed transfers of care ranged from 0.24 per 1,000 population aged 75 or over in Pembrokeshire to 11.99 per 1,000 in Caerphilly.

The rate of delayed transfers of care due to social care reasons (per 1,000 population aged 75 or over)

Page 137
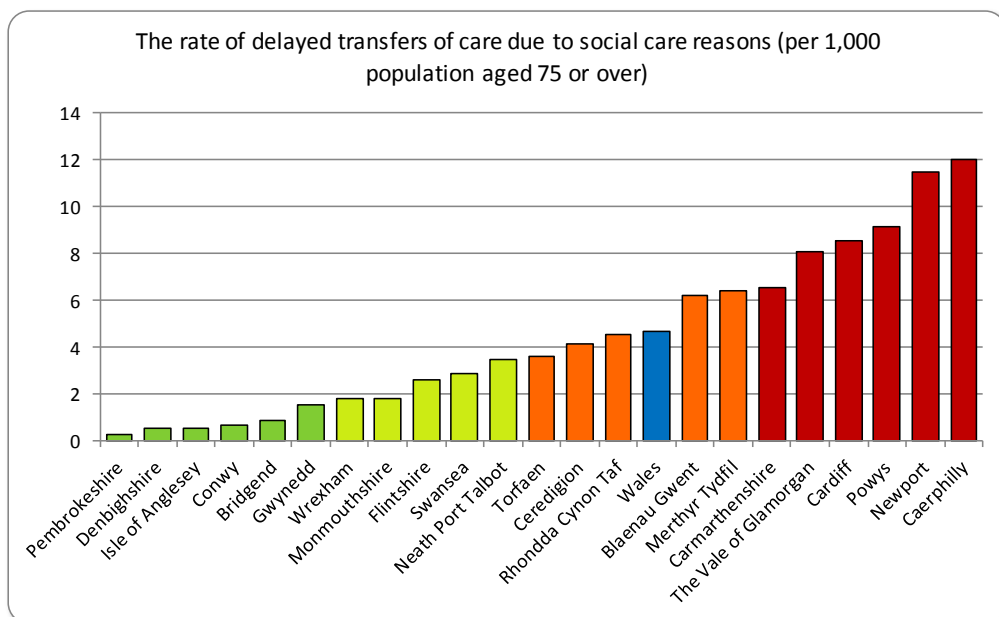
85.8% of carers of adults known to social services were offered an assessment or review of their needs in 2013-14 (compared to 86.8% in 2012-13).

The percentage of carers offered an assessment or review of their needs ranged from 100% in Wrexham, Carmarthenshire, Neath Port Talbot, The Vale of Glamorgan, Merthyr Tydfil and Blaenau Gwent to 50% in Cardiff.

The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year
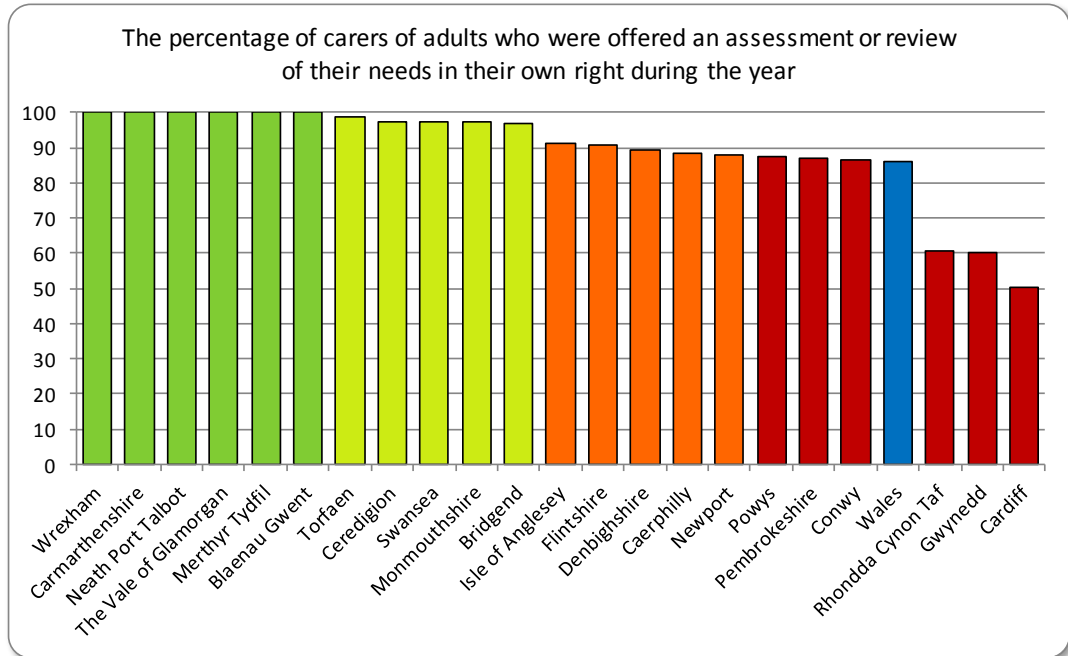
In 2013-14, 92.7% of young people aged 19 who were formerly looked after with whom the authority were in contact, were known to be in suitable, non-emergency accommodation compared to 93.2% in 2012-13.

This ranged from 100.0% in Conwy, Powys, Ceredigion, Neath Port Talbot and Newport to 76.9% in Wrexham.

Safeguarding children...

Local authorities received just over 35 thousand referrals relating to children in 2013-14 – the lowest number reported since 2006-07 and a further reduction of over 4 thousand compared to 2012-13. They provide a range of support to ensure that children remain safe and are supported in order to achieve the best they can in life.

The number of referrals received during the year
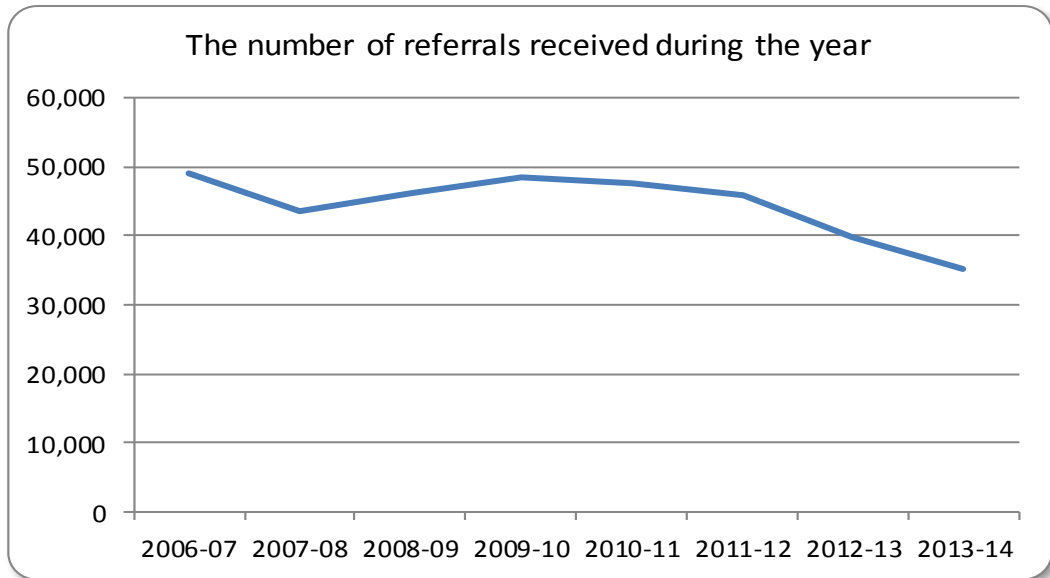
It is important that children's views are taken into account when planning for their care. There is evidence that the child was seen by a social worker in 78.9% of initial assessments (compared to 75.4% in 2012-13). This is the seventh consecutive annual improvement for this indicator.
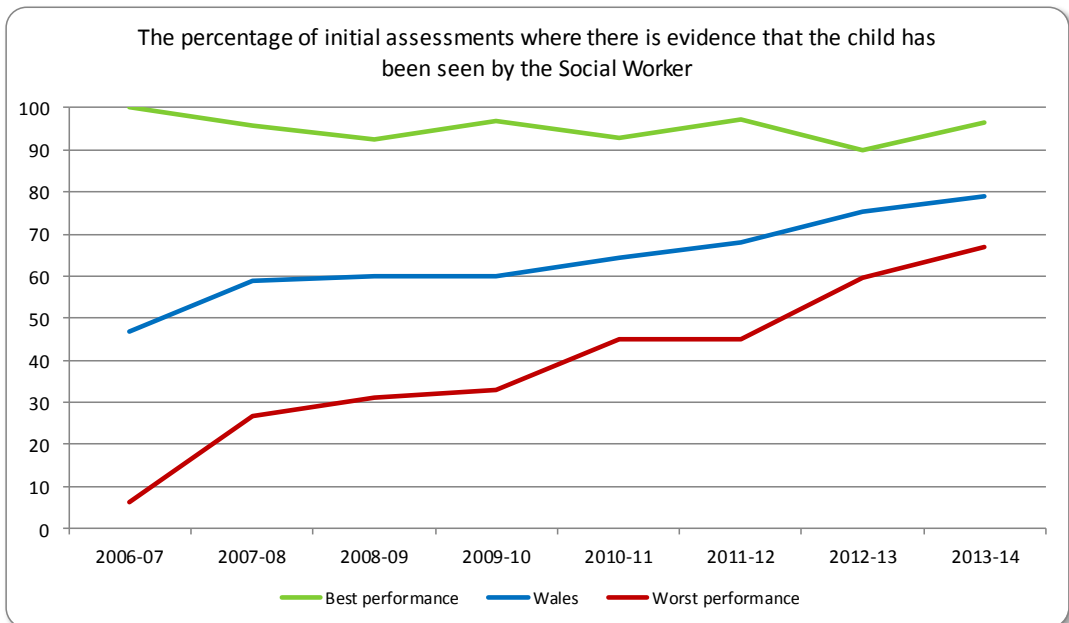
The percentage of initial assessments where there is evidence that the child has been seen by the Social Worker

Best performance   Wales   Worst performance

The percentage of initial assessments where there is evidence that the child was seen by a social worker ranged from 96.6% in Wrexham to 67.1% in Cardiff.

Page 139

The percentage of initial assessments where there is evidence that the child has been seen by the Social Worker
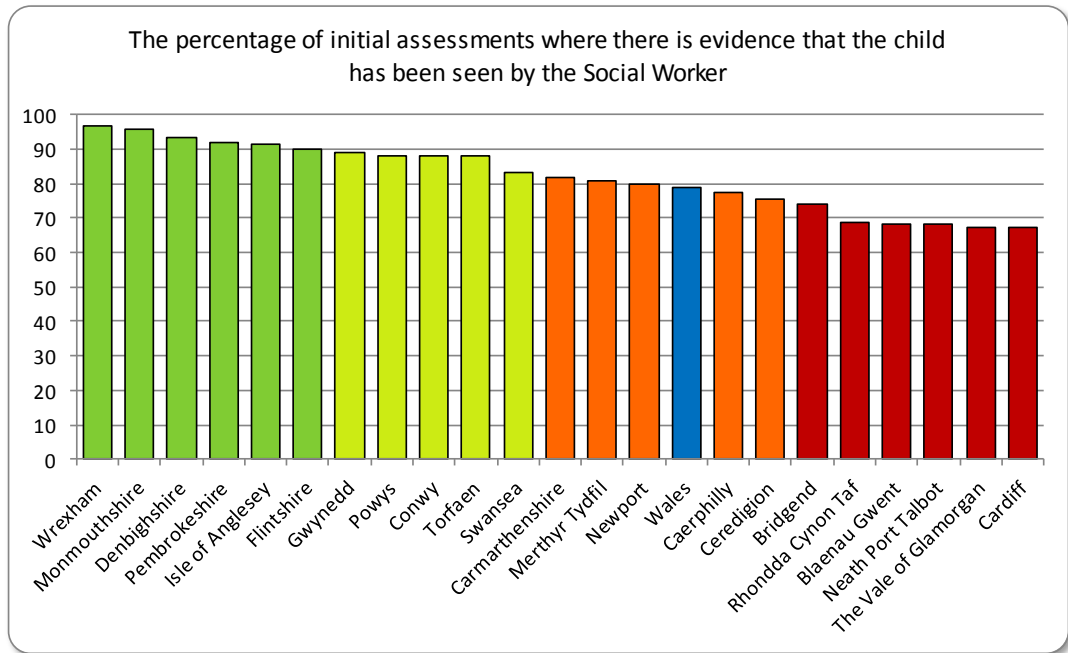
There is evidence that the child was seen alone in 42.9% of initial assessments compared to 37.5% in 2012-13. This ranged from 60.7% in Pembrokeshire to 21.5% in The Vale of Glamorgan.

The percentage of initial assessments where there is evidence that the child has been seen alone by the Social Worker
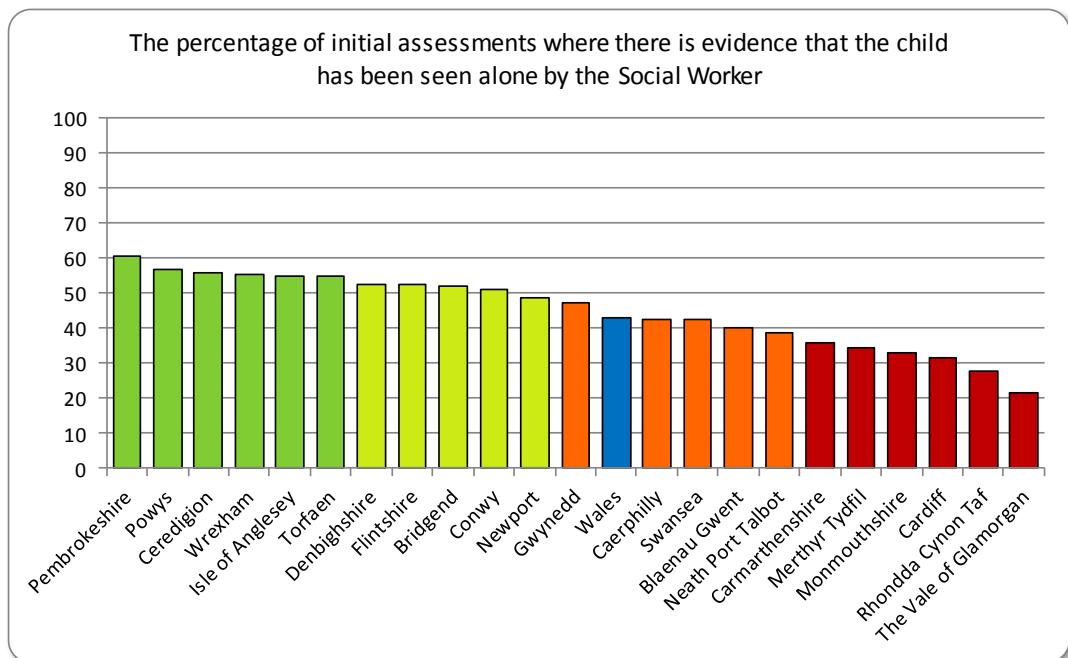
As corporate parents, local authorities are required to ensure the safety and wellbeing of looked after children, and to ensure that they are given the same opportunities as their peers. As in 2012-13, there were around 5,750 children in the care of their local authority at the end of March 2014.

In 2013-14, 85.3% of statutory visits to looked after children took place in accordance with regulations (compared to 83.0% in 2012-13). This ranged from 97.5% in Carmarthenshire to 65.3% in Monmouthshire.

The percentage of statutory visits to looked after children that took place in accordance with regulations

[Bar chart showing percentages by local authority, from highest to lowest: Carmarthenshire, Caerphilly, The Vale of Glamorgan, Powys, Wrexham, Merthyr Tydfil, Torfaen, Isle of Anglesey, Conwy, Denbighshire, Blaenau Gwent, Cardiff, Pembrokeshire, Neath Port Talbot, Wales, Gwynedd, Swansea, Rhondda Cynon Taf, Newport, Flintshire, Ceredigion, Bridgend, Monmouthshire. Y-axis ranges from 0 to 100.]

Over 2,200 children were placed in care for the first time during 2013-14 – around the same number as reported in 2012-13.

90.9% of these "first placements" began with a care plan in place (compared to 89.1% in 2012-13). This ranged from 100.0% in Gwynedd, Denbighshire, Powys, Ceredigion, Pembrokeshire, Carmarthenshire, Swansea, Neath Port Talbot, The Vale of Glamorgan, Caerphilly and Blaenau Gwent to 60.8% in Wrexham.

Stability is recognised as important for the wellbeing of children in care. 8.3% of children looked after experienced three or more placements during 2013-14 (compared to 9.4% in 2012-13). This ranged from 3.4% in Merthyr Tydfil to 14.5% in Pembrokeshire.

In 2013-14, 89.6% of children reviews were carried out within statutory timescales (compared to 86.4% in 2012-13). This ranged from 98.0% in The Vale of Glamorgan to 79.2% in Cardiff.

The percentage of reviews carried out in line with the statutory timetable
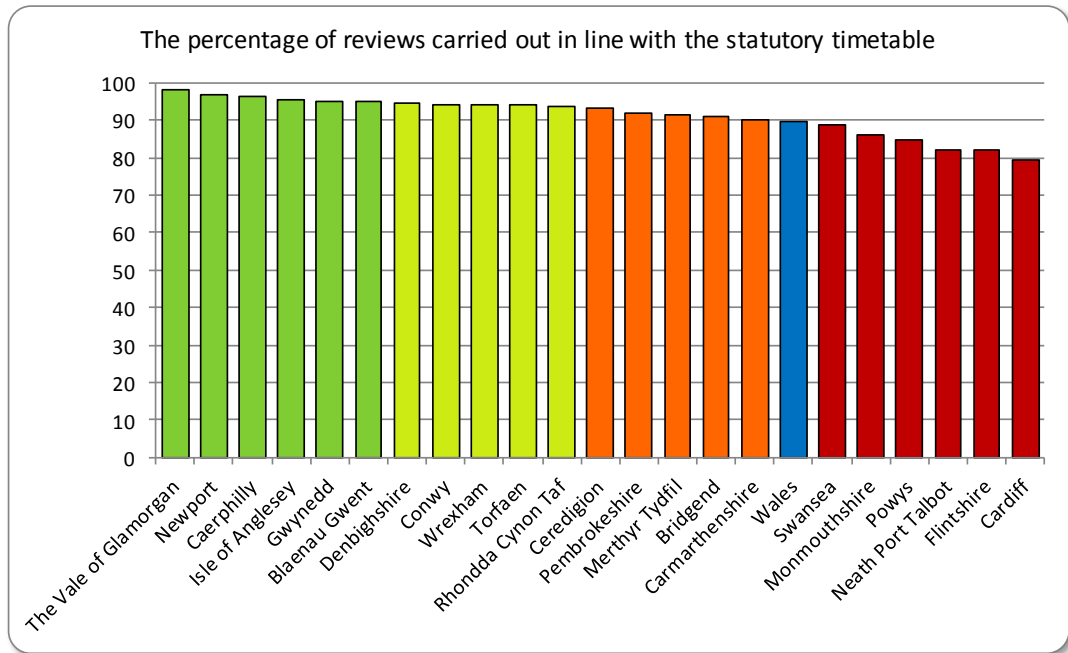
Children sometimes find themselves in circumstances where they have to provide significant support for other family members. As such, these young carers also need to be supported by local authorities to ensure their health and wellbeing is safeguarded.

In 2013-14, 85.9% of young carers known to Social Services were assessed to ensure their own needs were being met (compared to 92.3% in 2012-13).

The percentage of young carers known to Social Services who were assessed
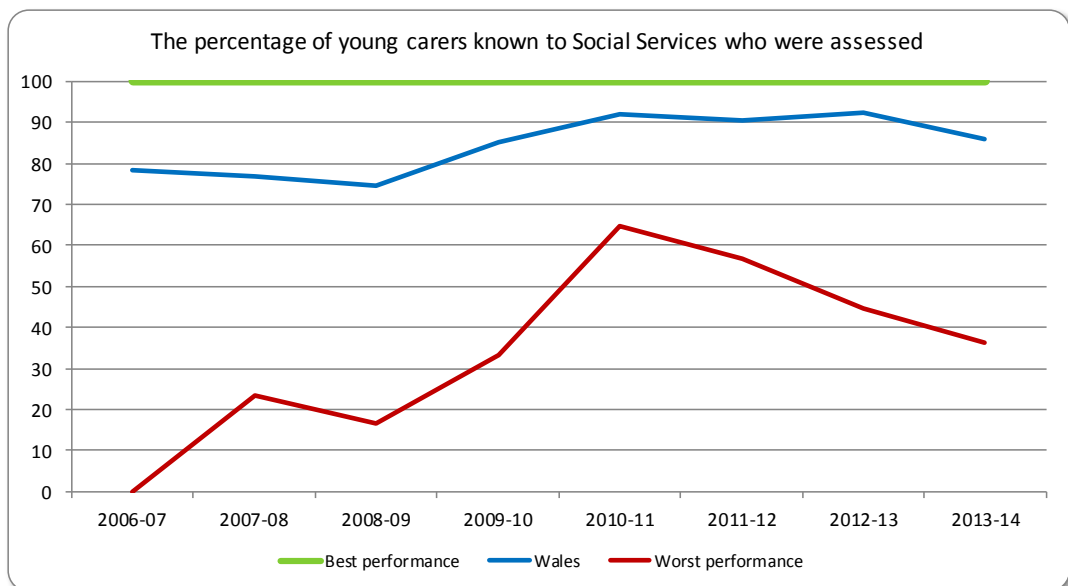
This ranged from 100.0% in Gwynedd, Conwy, Powys, Pembrokeshire, Carmarthenshire, Swansea, Neath Port Talbot, Bridgend, The Vale of Glamorgan, Cardiff, Caerphilly and Blaenau Gwent to 36.4% in Merthyr Tydfil.

Page 142

The percentage of young carers known to Social Services who were assessed
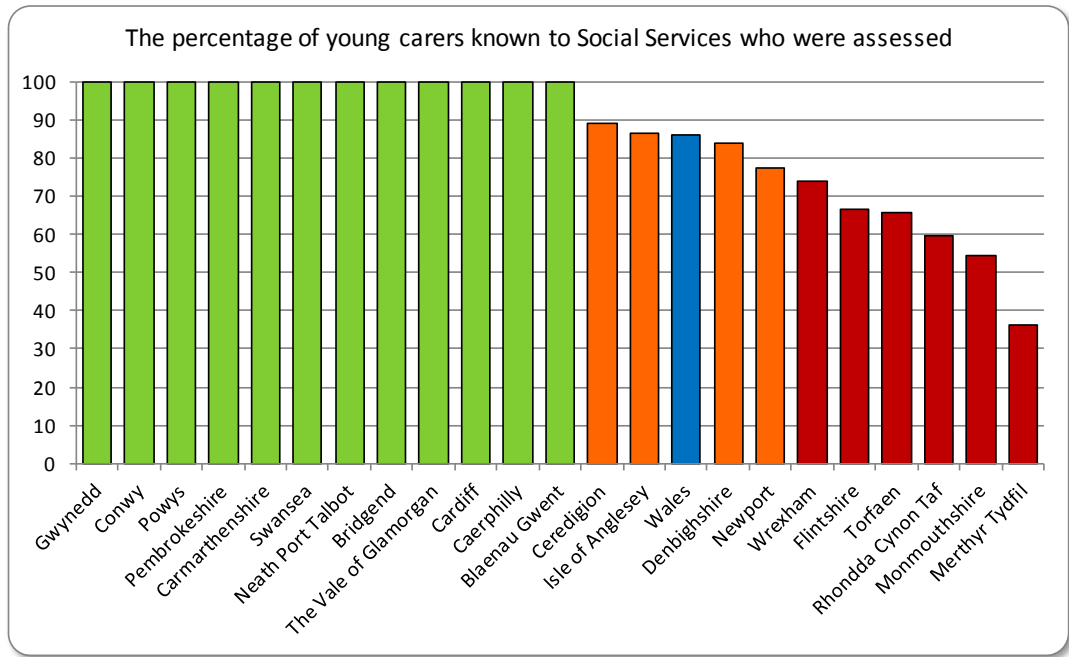
Educating children...

Local authority maintained schools educate around 460 thousand children each year.

Good attendance is important if children are to learn. In 2013-14, pupil attendance at primary schools decreased slightly from 93.9% to 93.7%, whilst attendance at secondary schools increased slightly from 92.1% to 92.6%.

The average point score for pupils aged 15 in local authority maintained schools continued to rise (for the seventh successive year) to 505 points. The average point score ranged from 594 points on the Isle of Anglesey to 426 points in Blaenau Gwent.

The average point score for pupils in schools maintained by the local authority
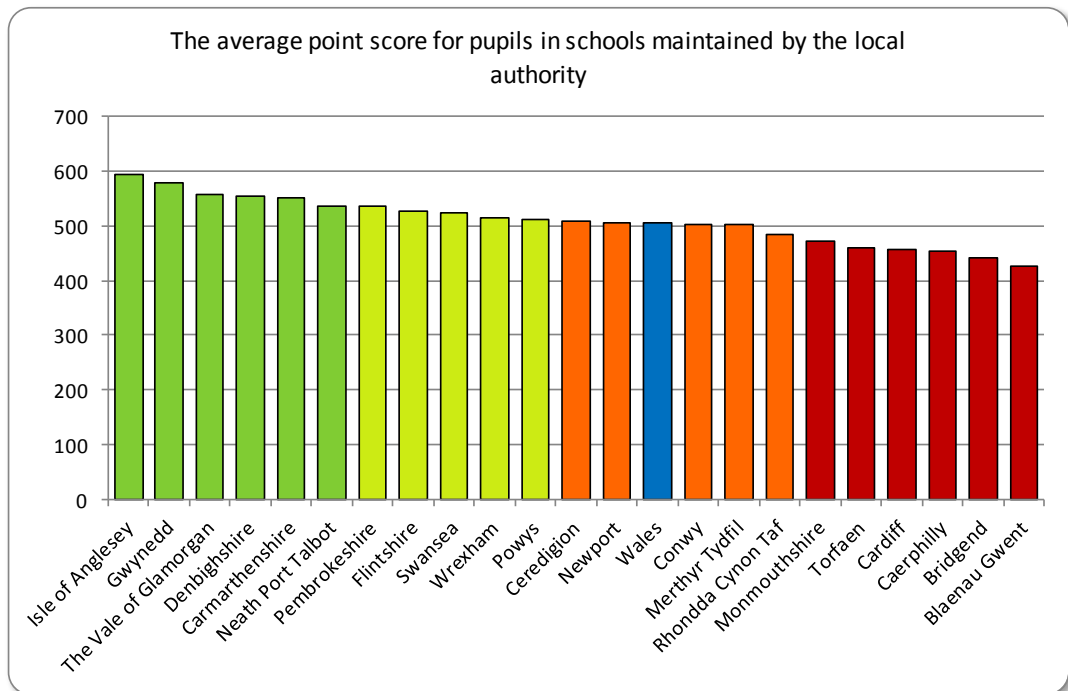
13.8% of children looked after experienced one or more changes of school in the last 12 months (compared to 13.7% in 2012-13). This ranged from 8.1% in Denbighshire to 22.8% in Gwynedd.

The average point score for children in care continued to increase from 221.1 points in 2012-13 to 262.0 points in 2013-14. In 2013-14, it ranged from 438.7 points in Gwynedd to 135.8 points on the Isle of Anglesey.

The average point score for looked after children in any local authority maintained learning setting
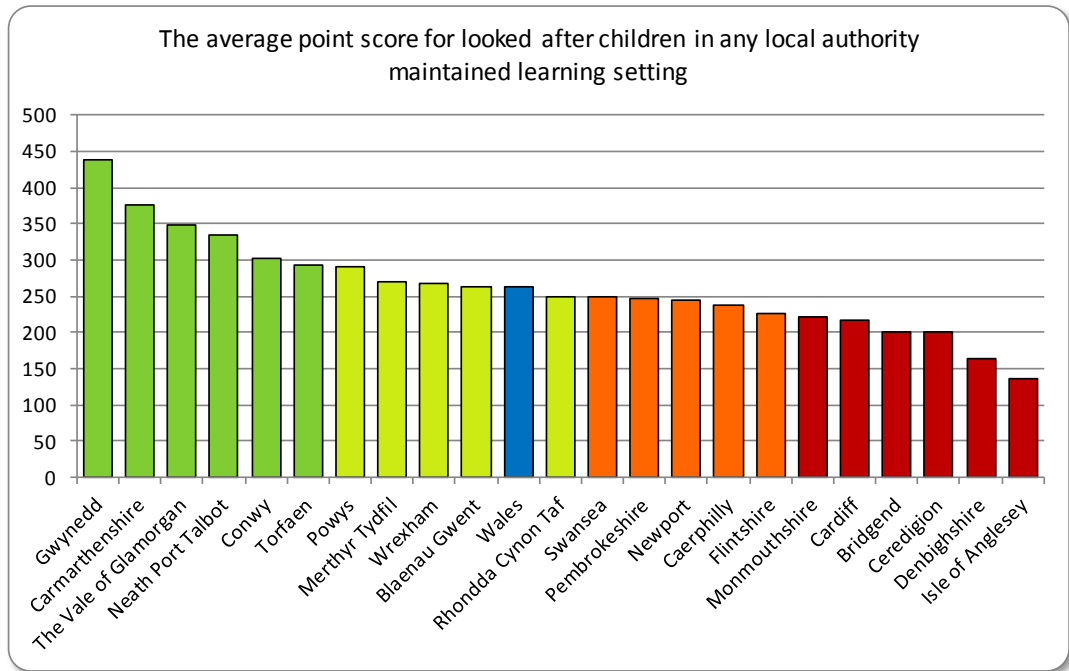
The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator increased again from 82.8% in 2012-13 to 84.6% in 2013-14. This ranged from 89.3% in Monmouthshire to 80.1% in Blaenau Gwent.

Over the same period, the percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator also increased from 72.7% to 77.2%. This ranged from 85.4% in Gwynedd to 64.5% in Blaenau Gwent.

The percentage of pupils assessed at the end of Key Stage 3 achieving the Core Subject Indicator
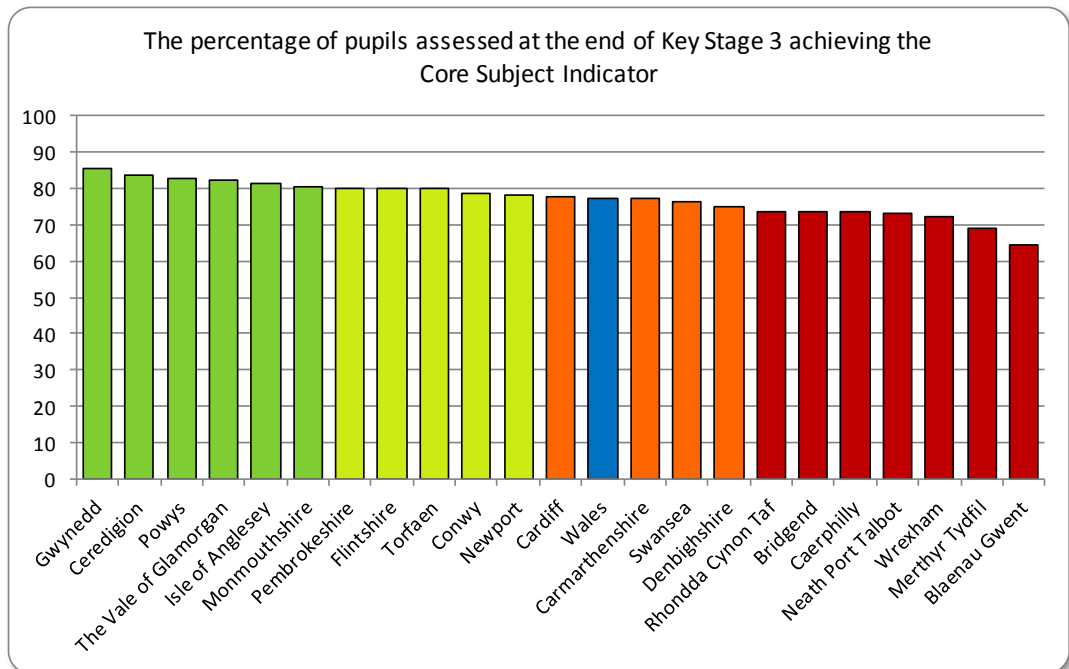
In 2013-14, 52.5% of pupils achieved the level 2 threshold, including a GCSE grade A*-C in English or Welsh first language and Mathematics (compared to 50.7% in 2012-13). This ranged from 62% in Flintshire to 39% in Blaenau Gwent.

In 2013-14, 0.3% of all children leaving compulsory education aged 15 or 16 (who did not go on to full time education, training or work based learning) did so without a recognised qualification.

For children in care, 2.0% of children left without a recognised qualification (compared to 5.7% in 2012-13) – the best performance for this indicator since 2008-09.

Local authorities have statutory obligations in terms of assessment and statementing, to ensure that children and young people with Special Educational Needs (SEN) have appropriate support in place to enable them to reach their potential. SEN statements should usually be in place within 26 weeks of the request for an assessment (in some exceptional cases, this can take longer).

69.6% of all statements issued were issued within 26 weeks in 2013-14 (compared to 69.9% in 2012-13). This ranged from 2% in Pembrokeshire to 100% in Denbighshire, The Vale of Glamorgan, Merthyr Tydfil and Torfaen.

The percentage of final statements of special education need issued within 26 weeks
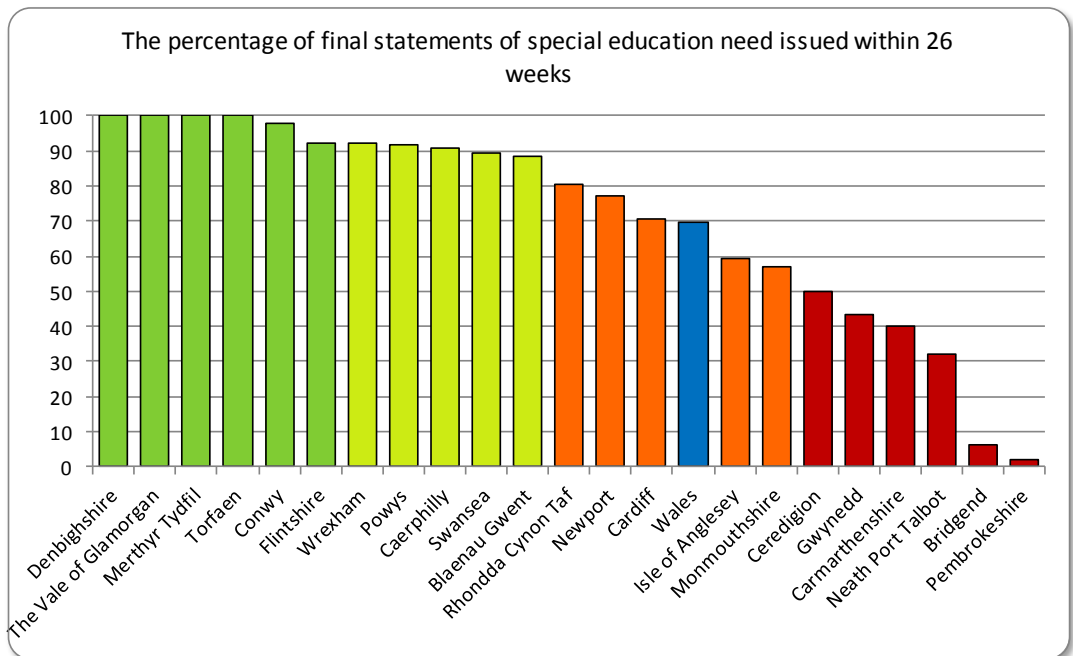
Over the same period, 96.6% of statements (excluding exceptions) were issued within 26 weeks (compared to 95.9% in 2012-13).

Contact details

If you require any further information regarding this bulletin please contact:

Richard Palmer

Head of Improvement
Local Government Data Unit ~ Wales
☎   029 2090 9500
✉   enquiries@dataunitwales.gov.uk

The full performance indicator data set is published on our website
(www.dataunitwales.gov.uk).

Notes

One of the key functions of the Local Government Data Unit ~ Wales is to collect, process, interpret and disseminate statistical data on local government services and activities in support of local government improvement.

The indicators quoted here are part of the Performance Improvement Framework for local authorities in Wales. The indicators reflect key priorities identified by the Welsh Government and local government in Wales.

The National Strategic Indicator data, which is a sub-set of the data used here, was collected and published by the Welsh Government.

Wales values are based on the base data submitted by the authorities. Where authorities have not supplied their base data, their figures do not contribute to Wales values.

Where appropriate, data has been rounded for the purposes of this bulletin. The complete data set is available on our website www.dataunitwales.gov.uk.

You'll find MyLocalCouncil at www.MyLocalCouncil.info where you'll have a choice of language.

Guidance documents relating to the 2013-14 indicator sets are also available on our website (Public Accountability Measures) and on the Welsh Government website (National Strategic Indicators). These provide a detailed definition for each of the indicators along with their classification i.e. National Strategic Indicator or Public Accountability Measure.

The colours used in the performance ranking charts are based on the range of PI values. The colours show how the authority's performance compares with others:
■ - Performance in the top quarter of authorities
■ - Performance in the upper middle quarter of authorities
■ - Performance in the lower middle quarter of authorities
■ - Performance in the bottom quarter of authorities

In performance range charts, blue represents the Wales PI value, green shows the PI value for the best local authority performance, and red shows the PI value for the worst local authority performance.

Page 147

Agenda Item 14

Report of the Chair

Scrutiny Programme Committee – 29 September 2014

FUTURE TRENDS FOR SWANSEA

Purpose	To provide the committee with an important report which offers an insight into current understanding of future trends likely to impact the planning and delivery of Council Services.
Content	The report appends a paper prepared by the Sustainable Development Unit which also includes key questions for service delivery.
Councillors are being asked to	Consider the information to help influence the work of scrutiny in relation to sustainability and future generations.
Lead Councillor(s)	Councillor Mike Day, Chair of the Scrutiny Programme Committee
Lead Officer(s)	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1.   Introduction

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

The workshop enabled members to consider:

- the role of scrutiny and current and future influences
- long term future trends, sustainable development and the role of scrutiny
- the potential impacts of the forthcoming Well-being of Future Generations Bill
- learning from others
- how the scrutiny function can make an bigger impact by using sustainability principles to ensure services are 'fit for purpose'
- next steps

1.2   The workshop was supported by the Welsh Local Government
        Association (WLGA) and run by PwC and Netherwood Sustainable
        Futures. It was part of a package of work that is being delivered as the
        City & County of Swansea is the pilot authority for the WLGA on
        Sustainable Development.

2.   Next Steps

2.1   The chair of the Scrutiny Programme Committee recently met with
        officers to reflect on the workshop and to further investigate
        suggestions both from the event and the follow up survey in order to
        develop and embed long term thinking and preventative decision
        making into the scrutiny process.

2.2   Some of the ideas around developing scrutiny include:

        • building long term thinking into the annual work planning process
        • building long term thinking and future risks / sustainability principles
          into scrutiny activities e.g. via Terms of Reference of inquiries
        • engaging at a regional and national level to encourage the
          development of a 'longer term' focus in scrutiny e.g. via the National
          Scrutiny Reference Panel.

2.3   As part of the thinking process the committee should look at the
        attached briefing paper shared by the Sustainable Development Unit,
        which should help to build a 'long-term lens' into the work of scrutiny.
        Further reports / discussion on this matter will be scheduled for the
        committee in due course over the coming year.

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

18 September 2014

Legal Officer: Nigel Havard
Finance Officer: Ben Smith

Future Trends for Swansea –

Background Paper

(Last Update on 25 September 2014)

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

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

Topics:

1.   **Demographics**

2.   **Health and Social Care**

3.   **Poverty and Deprivation**

4.   **Housing**

5.   **Education and Skills**

6.   **Infrastructure and Energy**

7.   **Natural Resources and Environment**

8.   **Climate Change Adaptation**

9.   **Economy and Employment**

10.   **Community Safety**

11.   **Technology**

12.   **Culture and Heritage**

Demographics

Trends

Overall projections

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

Ageing Population

- A key trend affecting Wales by 2050 will be the ageing population. [5]
- The number of people in Swansea aged 65 and over is projected to increase at an average annual growth rate of 1.8% (around 760 people per year) to 62,000. This represents an overall increase of 19,000 or 44.1% between 2011 and 2036, with a doubling of the number of people aged >85 years. Managing older people's health and social care needs effectively will be very important. [6]
- The number of children (0-15) in Swansea is predicted to increase by only 3.5% over the same period and the number of working age people (16-64) will rise by 7%.[7]
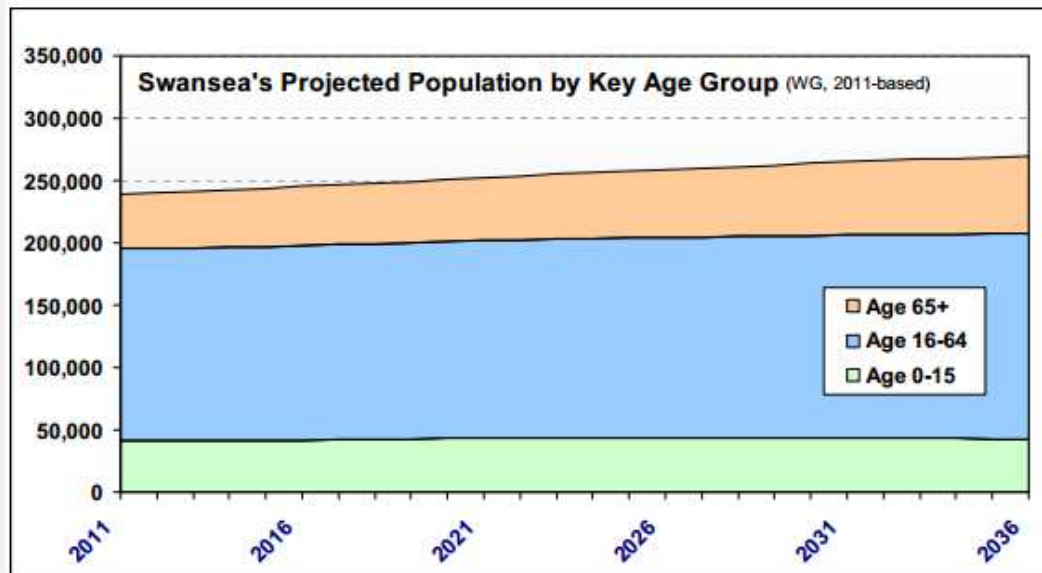
Source: Welsh Government 2011-based local authority population projections, July 2013.

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

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

- In Swansea, the figures are 77.6 males and 82.2 females[9]
- The gap in life expectancy for males in Swansea between the most and least deprived fifth is about 12 years.[10]

Social trends

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

Key questions for future service delivery

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

Health and Social Care

Trends

Health Trends
- An increase of **21.3%** is projected in the numbers of obese children and young people aged 2-17 by 2030.[14]
- There is expected to be an increase of 29.9% in the numbers of obese older people by **2030**, with a sharper still increase in those aged 75+ (**47.1%**). [15]
- It is anticipated that there may be **7.5%** more obese adults by 2030, with the largest increases in the age group 35-44. [16]
- The prevalence of diabetes in the ABMU LSB population is projected as rising to 11.3% of the population in 2030.[17]

Wellness in the workforce
- In Swansea by 2030 we will see the projected numbers of younger adults reporting Limiting Long Term Illness increase by **3.4%.** However, it should be noted that there is anticipated to be an increase of **35.6%** of reported LLTI in the 35-44 population.[18]
- There will be a projected increase of 5.7% of adults in Swansea aged 19-64 with any mental health problem by 2030.[19]

Carers
- The percentage of girls in Swansea aged 15-17 predicted to give birth is projected to increase by 15.5% by 2030.[20]
- In Swansea, the number of carers aged 25-64 is expected to rise by **9.1%** by 2030, while the younger age group of 16-24 is predicted to fall by **-1.3%**.[21]
- As people age, they may find themselves caring for their partner or other family member. In Swansea, the number of elderly carers is expected to rise by **34.2%** by 2030.[22]

Aging population
- By 2030, there are expected to be **34.1%** more people aged over 65 in Swansea than there were in 2011.[23]
- The population aged 85 and over is projected to grow by **77.9%** in Swansea by 2030. Since social services for older people are increasingly focussed on the most elderly, these increases are likely to place strain on demand for services.[24]
- Projections indicate a 71% increase in older people requiring residential care by 2025 across Wales alongside an increase of 61% of those needed some form of community based care.[25]
- A **45.5%** increase in the number of older people in Swansea unable to carry out at least one mobility activity on their own is projected by 2030. Similar increases are anticipated around continence, the ability to perform household tasks and manage self care. The largest increases are amongst those aged 80+.[26]
- We can expect to see the number of older people living alone increase by **33.4%** by 2030.[27]
- An increase of 49.5% in people who will be receiving a service from social

services to keep them in the community by 2030 is forecast.[28]
- The number of people receiving a residential / nursing service from social services is estimated to increase by 56.5% by 2030.[29]

Care Spending
Figure 26 Long-term projections for long-term care spending in the UK, 2016/17 to 2061/2[30]

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

Notes: figures for 2011/12 to 2015/16 are estimates; future projections start from 2016/17
Source: Office for Budget Responsibility (2012)
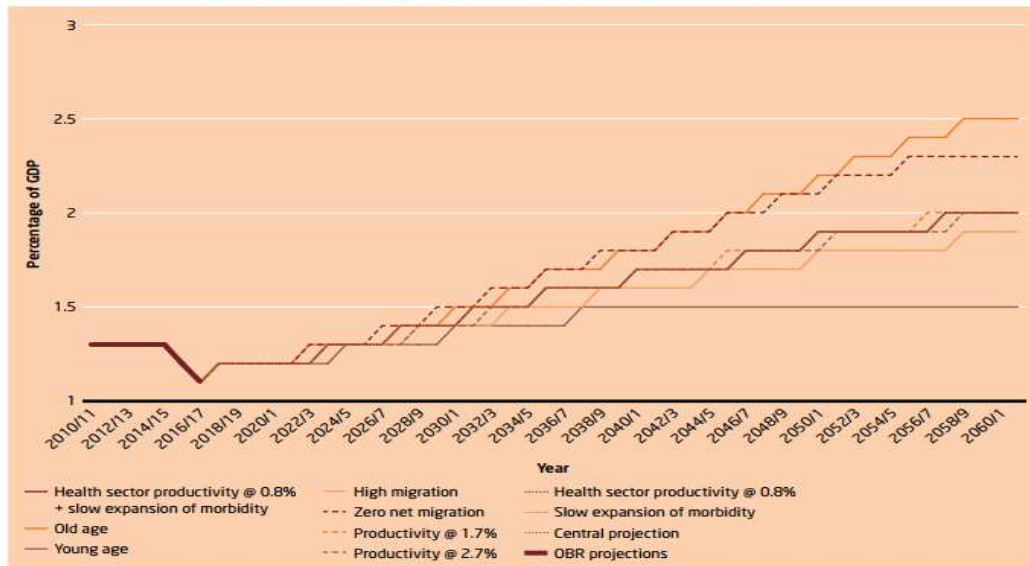
Key questions for future service delivery

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

- How will services adapt to meet the workforce's increased responsibility caring for the old and young?

Poverty and Deprivation

Trends

Welfare Reform
- Far reaching welfare reform will have significant impact on Swansea's individuals and communities. The impact in 2015/16 is expected to result in absolute benefit loss of £73 million in Swansea.[31]
- Evidence suggests that each £1 of income lost could impact the wider economy due to a multiplier effect estimated at somewhere in the range of £1– £1.50[32]

- Wales Public Services 2025 estimates the impact on Wales of Welfare Reform may remove £1 billion from the Welsh economy[33]
- Cuts to benefits and more stringent entitlement rules may push people out of unemployment and into crime activities. There is also some evidence that the timing and frequency of welfare payments can impact on crime levels.[34]

- A major study of 'universal credit relevant' clients undertaken by Citizens Advice in 2013 found two-thirds of participants (66 per cent) were unable to get on-line to manage a claim at the initial assessment stage. [35]Demand to increase skills will increase as services increasingly become 'digital by default'

Household Consumption Trends
- The 2010-2020 Food Strategy for Wales acknowledges the World Bank's forecast that the world's increasing population will lead to an increase in demand on food supply resulting in higher input and output commodity prices.[36]

- Even a relatively benign unwinding of today's emergency interest rate position allied with anticipated growth in household incomes has the potential to roughly double the number of households facing some form of repayment problem by 2018.[37]

- The Centre for Economics and Business Research forecast annual food bill increases of £350 between now and 2019.[38]

- Demand for energy is predicted to be 53% higher in 2030 than in 2004.[39]

- Demand for gas is set to increase by 60% globally.[40]

Poverty
- The Child Poverty Act 2010, passed with cross-party support, makes the target to eradicate child poverty by 2020 a legal requirement. General consensus projects this target is highly unlikely to be met[41].

- Pensioner poverty is reducing with the growing issue of working-age poverty and a resurgence in child poverty being the key concern in the coming years.[42] Joseph Rowntree Foundation research suggests that over 217,000 people lacked but wanted work in 2012 and suggest that jobs will be scarce in Wales for a long time.[43]
- Relative Poverty[44]

Figure 6.1b. Relative poverty for different groups of the population (BHC)
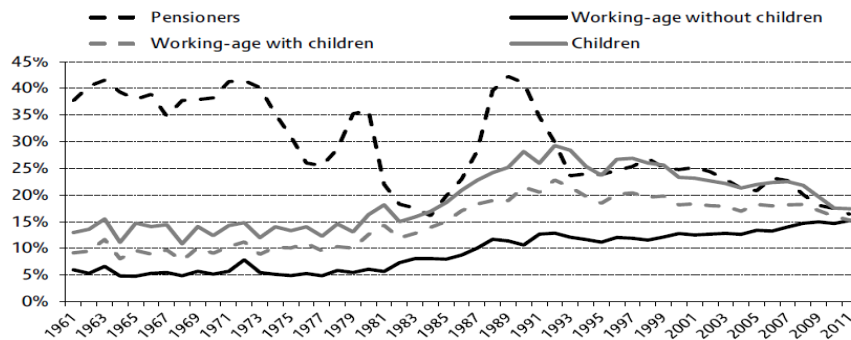
Note: Figures are presented for GB up until 2001–02 and for the whole of the UK from 2002–03 onwards.
Years refer to calendar years up to and including 1992, and financial years thereafter.
Source: Authors' calculations based on Family Expenditure Survey and Family Resources Survey, various years.

- The forecast across Europe is that poverty and deprivation will rise from 120 million to 145 million in 2020.[45]

Key questions for future service delivery

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

services across Swansea?
- How can services minimise their use of resources in a time of rising prices.

Trends

Demand

- By 2025, it is estimated that between 729-1329 new dwellings will be needed per year based on 4 scenarios (low, medium, medium-high and high).[46]
- Modelling based on the medium-high scenario shows that there is a need for greater variety of size and tenure mix across Swansea:[47]

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

- The map below estimates the sub-areas of Swansea and their individual housing delivery requirement for the period 2011-2025
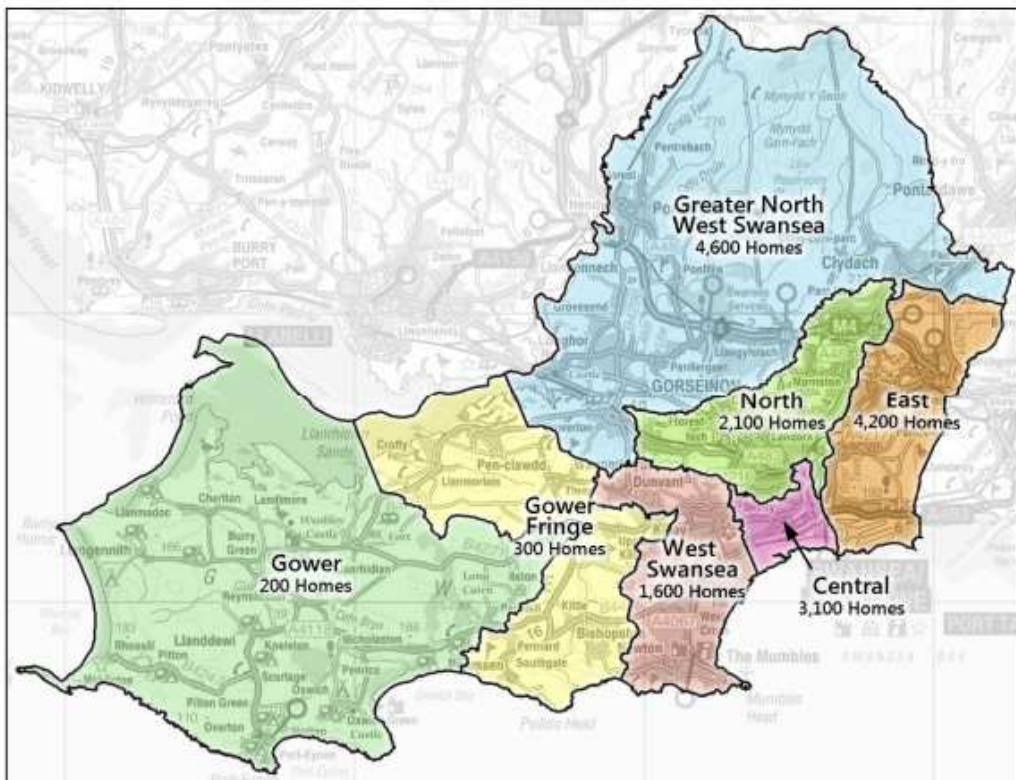
- By 2036, the total number of households in Swansea is projected to increase by 21,900. Swansea records the second highest projected level of growth in Wales, behind Cardiff. [48]
- Single person households are projected to grow by 44.5% from 34,500 in 2011 to 49,900 in 2036.[49]
- Housing construction is not keeping pace with demand, which is expected to contribute to house price inflation in the long-term.[50]

Standards

- By 2020, The Welsh Housing Quality Standard requires all social landlords to improve their housing stock to an acceptable level.[51]
- Across Wales 140,000 properties (12%) are at risk of flooding which is likely to increase with rising sea levels by 2040.[52]

Suitability

- In Swansea, the number of people aged 65+ is projected to increase by 19,000 by 2036.[53]
- Frailty in the over 65s is predicted to increase by 11.5% from 2012-2018[54].
- 18,850 new overseas migrants are forecasted in Swansea by 2036.[55]
- Proposed changes in homelessness legislation are may result in an increase in applications by up to 10%[56]

Key questions for future service delivery

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

Education and Skills

Trends

Demand on schools

- In Swansea, by 2030, there are expected to be **19.3%** more people aged under 18 than there were in 2011. This should be compared to projections for Wales, where the child population is expected to grow by just **4.6%** in the same period[57].
- An increase in school age children across Wales by 2025 indicates although there are often surplus places particularly at urban schools in the short term. In the longer term, there is likely to be a significant shortage of school places[58].
- The percentage of age 11 pupils in Year 6 Welsh Medium Education is projected to rise from 10.7% in 2013 to 16.4% in 2019[59].
- There will be an increase in numbers of children and young people with a learning disability of 19.3% by 2030[60].
- There is expected to be a 28.6% increase in the numbers of children and young people displaying challenging behaviour by 2030[61].

Future Skills Base

- The qualification profile of employed people in Wales has improved and is projected to continue to improve by 2020[62] Skill supply is rising with 40% of employed people at Level 4 or above by 2020[63].

Skill Requirements and Curriculum in Swansea

- The occupations projected to increase the most in terms of employment by 2030 are caring personal service occupations, teaching and educational professionals and corporate managers and directors, business and associate public service administrators and administrative occupations. Occupations in greatest decline include skilled metal, electrical and electronic trades, process plant and machine operatives, protective service occupations and textiles and printing trades[64].
- There is very little provision for agricultural and animal care skill development, this fails to address projected growth outside of Swansea, emerging food security issues and the WG prioritisation of the Food and Farming sector[65].
- The sector Skills Council has identified that there is a future demand for Welsh language written and oral skills particularly in customer facing roles[66].
- Administrative, management and directorial occupations are forecast to increase by 2030 justifying investment in these skills however administration accounting and finance is not currently offered widely at 16-18.
- The high incidence of SMEs and self employed individuals in the County suggest basic business and management skills training which support entrepreneurship should be encouraged[67].

- The 2014 Curriculum and Labour Market Review identifies 'notable gender imbalance in sectors where growth is projected in 2030 including construction, Health and Social Care and Business Support Services[68].

- The 2014 Curriculum and Labour Market Review identifies a need to develop soft skills across the economy[69]
- The low-carbon transition will require a combination of skills across different sectors and it is vital that these are available – for example, with 80% of employees in the energy sector due to retire within the next 10-15 years a pipeline of sufficiently skilled workers will be necessary[70].

Key questions for future service delivery

How will young people be learning in 2040? Will this be influence by advances in technology? Will there be remote learning?

What will the legacy of early intervention and preventative programmes implemented now e.g. Flying Start) be in 2050?

What role will schools play in our communities? Will they take on a greater role beyond education?

Will bilingual and Welsh medium schools still exist?

Will education still be delivered by local authorities?

How can services work more effectively with partners in the FE and HE sectors to harness innovation?

Could the services use the knowledge and need for experience in FE and HE to deliver projects together?

Will current provision enable services to best adapt to and encourage a low carbon economy? How can services encourage Green Growth and the development of Green Skills?

Could apprentices, interns, academics and students be used more effectively as a resource?

Infrastructure and Energy

Trends

Fuel prices are predicted to continue to rise by 2040[71]

GDP, growth and productivity will decline if new and cost-effective non-oil energy sources are not found fast to protect future growth and prosperity[72]

£330bn of investment is needed in UK energy infrastructure by 2030

Wales is heavily reliant on car travel with 3 in 4 people using the car to get to work[73]
Road traffic in Wales is predicted to be 39% higher in 2040 than in the level in 2010[74]

95% of transport in UK is currently reliant on oil[75], petrol and diesel supplies will be more unreliable, however there is predicted a shift from oil based fuels to electric and biofuels.

In Swansea there is currently a gradual decrease in road traffic, or at least a neutral trend, whereas cycling is increasing by approximately 10 – 20% per annum depending on the route.[76]

Low carbon (probably electric or hydrogen) will start to appear on the market and will be central to cutting emissions[77]

There is an increased risk on infrastructure assets from severe weather events, with an increase of assets in areas with a high likelihood of flooding by 50% by 2050s (UK)[78].

Key questions for future service delivery

How will we be producing/consuming energy in the future in Swansea?

What is the services' role in building resilience to energy prices?

Will people be able to heat their homes adequately if heating bills and water bills continue to rise? How will this impact demand on Council services in the future?

How will high road fuel costs affect Council services and access to services? Will we be using alternative forms of transport such as public transport, walking or cycling?

Will people still travel in the way that they do now and where will they be travelling to? Will some groups still be able to get to where they need to? How will our transport networks need to adapt to these changes?

How will an aging and an increase in the younger population influence travel pattern trends?

Will we still be using petrol and diesel in our cars or something else? Will we be using road charging points for electric vehicles?

Will people still need to commute to a place of work? Will more people be working from home? Will that workplace still be in the local area?

Could people in Swansea share transport costs? Share lifts to places of work? Set up community transport options?

What impact will increasing numbers of cyclists have on their vulnerability on the road?

How will we manage the impact on infrastructure due to increasing severe weather events with decreasing financial resources?

Will some roads be given up and not maintained? How could the roads be maintained?

Trends

There is an increasing conflict of interest for our environment – agriculture, industry, communities, housing, energy, construction, tourism.[79]

Britain is likely to become less self-sufficient in food production in the future, current production currently stands at 60% of the food it consumes but has been falling year on year[80].

It is estimated that by 2050 developing countries' net imports of cereals will more than double from 135 million metric tonnes in 2008/09 to 300 million in 2050[81], increasing competition for food globally and driving the price of grains up[82]

Figure 3.2: Real food price changes for the main scenarios, 2010–2050 (%).

Source: Nelson et al. (2010)
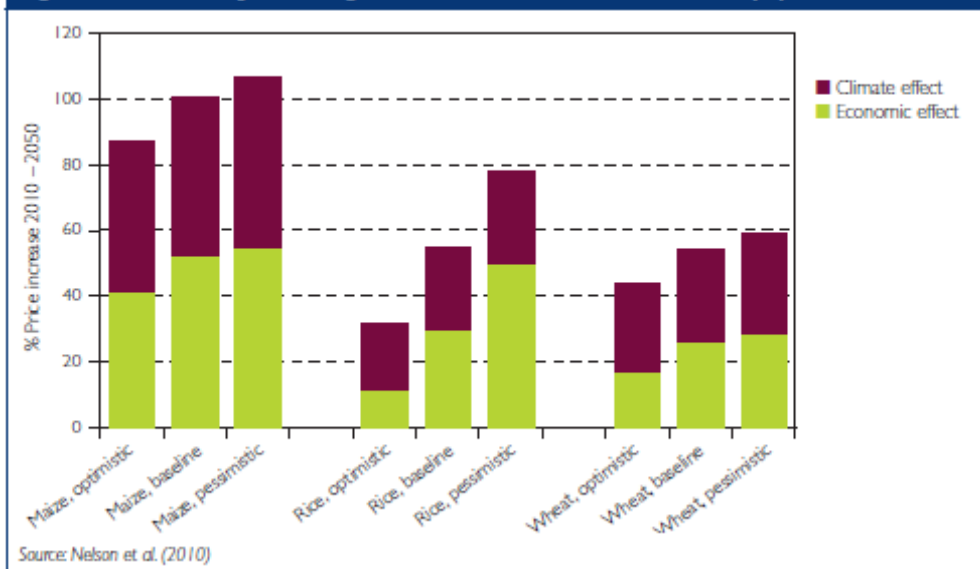
Water demand is forecast to reduce from now to 2040 and Swansea's Water Resource Zone, Tywi Gower is predicted to be in surplus in 2040[83].

Welsh Government have set a target of zero waste for Wales by 2050 (65% reduction on *total waste*), and have an intermediary target of 70% reduction in municipal waste by 2025[84].

Fig 1.1Waste Management Trends

Wales: Waste management trends 2000/1 – 2012
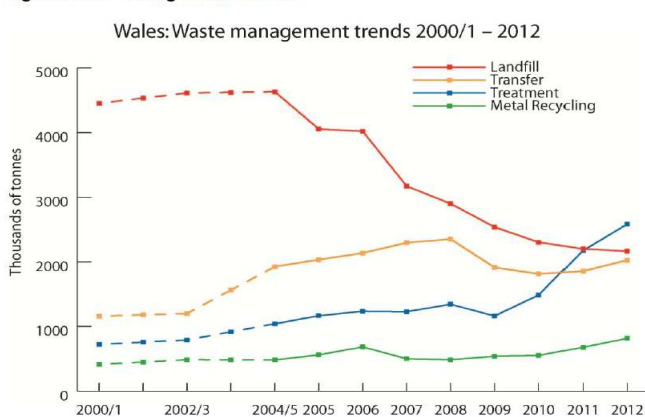
There is only 10 years of landfill capacity left in south west Wales[85]

Health impacts of air pollution will increase worldwide, with the number of pre-mature deaths due to urban ozone exposure set to increase by 300% in Europe by 2030[86]

Central UK Government has stated that almost every new car and van needs to be zero-emission at the tailpipe by 2040[87]

The abundance of species is predicted to decline by 9-17% by 2050[88] with a loss of over a million species globally[89]

The value of pollination as a contribution to the UK crop market in 2007 was £430 million and the cost of hand pollination, were we to lose this valuable service, has been estimated at £1.8 billion per year in the UK. Pollinators are declining populations eg honeybees showed a 23% decline in Wales between 1985 and 2005[90].

Key questions for future service delivery

How will residents treat their environment in 2040? Will there be more/less disregard for the environment? How will the Council manage the increasing competition for natural resources locally?

How will people in our communities adapt to food security issues?

What role can the Council play in support community resilience to increasing food costs?

What impact will rising food costs have on service provision?

What impact will increasing traffic have on air quality? How could services manage their transport requirements to reduce the need to travel?

What role could eco-system services play in building resilience to risks for human health and economic development? What role do services have in building the capacity of eco-system services to take on this function?

Trends

Changes in Temperature[91]:
Changes in daily mean temperatures in Wales by the 2050's:
Summer – between 1.2°C and 4.1°C
Winter - between 1.1°C and 3.1°C
Impacts:
- Hot weather related deaths and illnesses
- Over heating of buildings
- Environmental impacts – soil, biodiversity, ecosystems and landscapes
- Introduction of non-native pests and diseases

Changes in precipitation[92]:
Changes in mean precipitation in Wales by the 2050's suggest that there will not be a significant increase in overall annual precipitation however there will be a change in the distribution across the seasons:
Winter precipitation - 2% to 30% increase
Summer precipitation - 36% decrease to 6% increase
Impacts:
- Low river flows and water availability
- Flooding and sea surge
- Agricultural production (crop and animal)
- Soil conditions
- Biodiversity and ecosystems and landscapes
- Economic services i.e. tourism

Changes in Weather events[93]:
There is an increased likelihood of extreme weather events for example:
- An increased risk of extreme wet seasons and severe flooding - increased 2 fold
- An increased risk of extreme hot summers – increased 2 fold.
- An increased risk of exceptionally warm months 60 times more likely than 50 years ago
- A reduced risk of extreme cold weather in winter – half as likely
- An increase in sea temperatures by the 2050s – UKCP09 states that there will be an increase in temperature in the Irish Sea between 0.6°C and 2.3°C in the winter and 0.3°C and 2.9°C in the summer under the Medium emissions scenario.
- Increasing sea level rise – by a rate of 1 millimetre, this is a long established pattern±.
- Increase in the frequency of violent storms and gales

Impacts:
- Flooding and sea surges - Coastal erosion, flooding related deaths and illnesses.
- Increase in droughts - Low river flows and water availability, agricultural production (crop and animal), Soil conditions, Biodiversity and ecosystems and landscapes, Economic services i.e. tourism.
- Increase in exceptionally warm months - Agricultural production (crop and animal), Soil conditions, Biodiversity and ecosystems and landscapes, introduction of non-native pests and diseases
- Increasing sea temperatures – changes / damage to aquaculture production (flora and fauna) biodiversity and ecosystems, economic services i.e. tourism.

- Increasing sea levels – Sea surges, coastal erosion, coastal flooding related deaths and incidents.
- Increase in the frequency of violent storms and gales - Coastal erosion, damage to ecosystems and landscapes, death or incidents from falling trees and debris.

Key questions for future service delivery

What impacts will an increase in deaths from hot weather or extreme incidents like storms and gales have on services?

If the over heating of buildings becomes a major problem how might we develop or adapt our approach now?

How might disruption from significant flooding events impact on services such as 'just in time' food delivery processes? How might the Council build resilience to extreme weather events onto sub contracted services like Meals on Wheels to ensure continued service delivery?

How might hotter summer's impact on our local tourism and agriculture industries?

How might increased incidents of drought periods impact on how services might use water in the future?

Will climate change restrict the use of water in businesses/industry and how might this impact the development of tourism and the knowledge economy?

How might the Council redistribute staff resources to provide continual services to the community (especially the vulnerable) during a prolonged severe incident for example keeping schools open?

How can green infrastructure be used to make communities more resilient to climate change and/or extreme weather events?

Economy & Employment

Trends

Overall trends

- With social care and waste spending absorbing a rising proportion of the resources available to councils across the UK, funding for other council spending drops by 66% in cash by the end of the decade, from £24.5 billion in 2010/11 to £8.4 billion in 2019/20. This is the equivalent of an 80 per cent real terms cut. [94]
- Across the UK it is expected that almost that there will be 2.61 people working for every one pensionable resident by 2035, down from 3.14 at the moment. [95]
- Between 2024 and 2046, state pension age will increase in stages from 65 to 68 years for both sexes. [96]
- Across the UK, state pension costs are predicted to increase from 5.5 per cent of GDP in 2018-19 to 7.9 per cent of GDP in 2063-64 as the population ages. [97]
- National projections suggest that real incomes will double between 2010 and 2050 with highly educated/skilled areas set to prosper but likely to be a driver for increasing inequality. [98]
- In 2011, figures show increases in economic activity over the last ten years, up from 58.6% to 63.0% in total, with increases in the proportion of people aged 16-74 working part-time, self-employed and students. In Swansea, total employment is projected to reach a low of 115,200 in 2014, before consistently increasing through to a period high of 125,800 in 2030. The projected increase in total employment from 2013 to 2030 is 10,500. [99]
- Total Gross Value Added (GVA) in the City & County of Swansea is projected to increase consistently from 2013-2030; the total increase over the 17 year period is expected to be £1261.1million.

Economy

- The sectors in the City & County of Swansea projected to experience the largest increase in GVA between 2013 and 2030 are:
    - Real Estate (+£221.4 million)
    - Health (+£150.2 million)
    - Financial and Insurance (£138.7 million)
    - Construction (+£106.4 million)
    - Business Support Services (+£91 million)
    - Retail Trade (+£67.2 million)
    - IT Services (+£54.2 million)
    - Education (+£49.6 million) [100]

Employment

- The principal sectors in terms of projected employment figures in 2030 are:
    - Health (15,400 people)
    - Retail Trade (11,800)
    - Education (11,800)
    - Business Support Services (11,600)
    - Public Administration and Defence (9,600)
    - Construction (8,400) Food & Beverage Services (8,400)
    - Financial and Insurance (7,300)
    - Residential and Social (7,300) [101]

Growth Sectors

- The sectors in the City & County of Swansea projected to see the largest increase in employment between 2013 and 2030 are:
  - Health (+3,300 people)
  - Financial & Insurance (+2,200)
  - Business Support Services (+2,100)
  - Food & Beverage Services (+1,700)
  - Construction (+1,300) [102]

Decreasing sectors

- The sectors in the City & County of Swansea projected to experience the largest decrease in employment between 2013 and 2030 are:
  - Public Administration and Defence (-1,700 people)
  - Metal and Metal Products (-400)
  - Education (-300)
  - Food, Drink and Tobacco (-200) [103]

Key questions for service delivery

How will CCS effectively manage the fiscal risks associated with the public sector trends beyond 2020?

What is the timeline for CCS in re-shaping services given the projected shifts in demand of social services and waste?

Will we continue to see an erosion of council authority, capacity and service delivery? Will markets prove capable of filling the gaps?

What leadership role might CCS play in ensuring that best value is delivered within Swansea from emerging and growing business sectors?

What role might CCS play in ensuring that residents are educated/skilled appropriately to take advantage of future job opportunities?

How can CCS prevent the trend for increasing levels of economic inequality driven by the need for highly skilled and/or highly educated professionals?

What infrastructure will we need to invest in to help exploit opportunities that may arise by 2040?

How might the pattern of employment differ (working from home, flexible working, number of hours) and what impact will this have on public service delivery?

How can CCS play a leadership role in promoting municipal entrepreneurialism and income generation?

Will more fiscal powers (such as tax raising) by Welsh Government ensure sustainable economic growth?

Community Safety

Trends

Analysts suggest that greater incidents of internet crime, identity theft and knowledge and information crime will become more prevalent given the reliance on the internet[104]

Recorded crime has steadily been falling although perceptions of anti-social behaviour (noisy neighbours, litter, vandalism, graffiti, drug dealing etc.) have been on the rise.[105]

Prison population in England and Wales is forecasted to increase by 2019[106]

Trends, means and patterns of radicalisation are evolving and have broadened across a range of ideologies[107]

Road Casualties are reducing[108]

Fire incidents and deaths are continuing to decrease[109]

Alcohol and drug use levels are not improving[110]

Key questions for future service delivery

What new challenges for community safety might we be facing by 2050? Are there opportunities between now and mid-century to prevent them?

How might we prepare for the effects of energy food and water security? Will these issues cause problems? Theft of fuel and food?

How will we be dealing with criminals and youth offending? Will it be different from now?

What will the community look like in 2040? Will there be increased cohesion or isolation?

Will current programmes succeed and continue to reduce crime rates?

How will the community be policed in 2040, will there be a rise/fall in the number of policeman and or community police?

Will we still be dealing with current levels of domestic abuse?

Will e-crime have an effect on our community?

Will there be food shortages?

Technology

Trends

Innovations

- Materials: New materials and nanotechnologies will help support a range of technologies such IT processing and 3D printing.[111]
- Tools: will increase our understanding of human behaviour and society providing a greater source of evidence and analysis for underpinning policy and other decision making.[112]
- Sensors: Light, motion and magnetism are becoming increasingly small and increasingly connected, with cheap sensors able to
    - monitor the quality of drinking water
    - detect structural damage in buildings and vehicles
    - and sense and measure pollution in the environment. [113]

Internet & Communication Technology

- Internet connections will move beyond traditional devices. The 'Internet of Things' will account for an increasingly huge number of connections: 1.9 billion devices in 2013, and 9 billion by 2018. That year, it will be roughly equal to the number of connected smartphones, smart TVs, tablets, wearable computers, and PCs combined. [114]
- The demand by customers and businesses for a convergence of capabilities (e.g. voice, data, video, etc.) delivered over the Internet is increasing, as business practices and lifestyles change and consumer technology evolves.
- By 2020, it is predicted that
    - all citizens will have access to 30Mbit/s (superfast broadband)
    - 50% of all citizens, businesses and public sector organisations will have access to at least 100Mbit/s.[115]
    - 67% of the UK population are engaged with social networks with this set to rise by more than three quarters by 2020.[116]

Smart Infrastructure

- The electricity distribution network will need new instrumentation to support micro-generation
- There will be an increased need for electric vehicle recharging.[117]
- All households should expect to have a smart meter installed by 2019.[118]

Health

- e-Health technological advances are expected to assist in health monitoring, diagnosis and treatment. These are expected to help professionals and local authorities to deliver better care for less money. Advances are predicted in:
    - health information networks,
    - electronic health records
    - tele-medicine services
    - personal wearable and portable mobile devices
    - health portals. [119]

Energy Security

- Intermittent energy supply is seen as a major future challenge, but also a possible source (or accelerator) of innovation.
- Advances in renewable technologies and storage are expected to increase the localisation of energy in the future.[120]
- New energy storage systems will play a role in providing back-up, particularly those that can decouple power output and storage capacity.[121]

Key questions for future service delivery

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

Culture, Heritage and Language

Trends

The Welsh Language

- The 2011 Census states that there were 26,332 people aged over 3 able to speak Welsh in Swansea, 11.4% of the County's population. This compares with a Wales average of 19%.[122]

- 35% of Welsh speakers were aged between 5 and 18 suggesting that in the future the percentage of adult Welsh speakers may rise.[123]

- There has been a 9% (2,500) decline in the number of Welsh Speakers over the last decade in Swansea.[124]

- Language Sensitive Areas where the proportion of Welsh speakers is higher than the national average (19%) have also seen a reduction in the percentage of Welsh Speakers. In Mawr, the area of Swansea with the highest concentration, the percentage fell from 47.6% in 2001 to 38.3% in 2011. [125]

Welsh Language Projections (Wales) [126]

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

Society

- Volunteering is increased generally despite a small decrease in 2013, and there is a trend away from single sources of payment such as government.[127]

- In March 2014 a survey of Welsh households estimated that 37 percent of adults in Wales volunteer.[128]

- Third sector organisations report a rise in demand for counselling, housing,

financial and welfare advice.[129]

- Where household size decreases there is likely to be a thinning effect on the population resulting in a less dense community.[130]

Heritage

- In 2013, 8.5% of Listed Buildings in the County are on the 'Buildings At Risk Register' as they are considered to be at risk or vulnerable.[131]

- There are over 4000 sites of historical and archaeological importance in the City and County of Swansea of these, 122 are protected Scheduled Ancient Monuments, twenty of which are in the ownership of the Council. [132]

Culture

- In 2011 55% (131,451) of Swansea residents stated Christian as their religion in 2011, a 16 percentage point drop since 2001. Over one third (34%, 81,219) of the population in Swansea stated they had no religion in 2011, up from around 44,000 in 2001. The largest minority religion in Swansea is Muslim (5,415, or 2.3% of all people).[133]
- Three quarters of Welsh adults and 85% of children in 2013 stated they attended at least one arts event at least once a year or more often.[134]

[1] http://wales.gov.uk/docs/caecd/research/120109futureswalesen.pdf
[2] http://www.swansea.gov.uk/media/pdf/f/q/WG_Population_Projections_Briefing_Note_v2_Oct13.pdf
[3] http://www.swansea.gov.uk/media/pdf/f/q/WG_Population_Projections_Briefing_Note_v2_Oct13.pdf
[4] http://www.swansea.gov.uk/media/pdf/f/q/WG_Population_Projections_Briefing_Note_v2_Oct13.pdf
[5] http://thewaleswewant.co.uk/sites/default/files/resources/Demographics%20factsheet.pdf
[6] http://www.swansea.gov.uk/media/pdf/f/q/WG_Population_Projections_Briefing_Note_v2_Oct13.pdf
[7] http://www.swansea.gov.uk/media/pdf/f/q/WG_Population_Projections_Briefing_Note_v2_Oct13.pdf
[8] CCS Adult Services Business Plan 2014
[9] http://www.ons.gov.uk/ons/rel/subnational-health4/life-expec-at-birth-age-65/2006-08-to-2010-12/index.html
[10] http://www2.nphs.wales.nhs.uk:8080/PubHObservatoryProjDocs.nsf/($All)/2089ABAC2C7D658B8025 795E005818F1/$File/InequalitiesProfilesLA_Swansea_v1.pdf?OpenElement
[11] http://www.swansea.gov.uk/media/pdf/f/q/WG_Population_Projections_Briefing_Note_v2_Oct13.pdf
[12] http://wales.gov.uk/docs/caecd/research/120109futureswalesen.pdf
[13]

http://www.swansea.gov.uk/media/pdf/7/n/WG_Household_Projections_Briefing_Note_Mar14.pdf
[14] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[15] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[16] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[17] P 40, Kings Fund Spending on Health and Social Care over the Next 50 Years, 2013.
http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/Spending%20on%20health%20...%2050%20years%20low%20res%20for%20web.pdf
[18] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[19] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[20] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[21] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[22] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[23] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[24] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk
[25] Point 16, Future Pressures on Welsh Public Services Summary Report, Wales Public Services 2025 www.walespublicservices2025.org.uk/wp-content/uploads/2013/09/Mark-Jeffs-WPS2025-Summary-Report1.pdf
[26] Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk

27 Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk

28 Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk

29 P6, State of the Nation 2012, Wales, Diabetes UK,
2012,http://www.diabetes.org.uk/Global/Homepage/Wales/State_of_Nation_WALES%20F%20(2).pdf

30 P 40, Kings Fund Spending on Health and Social Care over the Next 50 Years, 2013.
http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/Spending%20on%20health%20...%2050%20years%20low%20res%20for%20web.pdf

31 p73, Analysing the impact of UK Government's Welfare reforms in Wales, Stage Two - Impacts in Local Areas Welsh Government. February 2014.
http://wales.gov.uk/docs/dsjlg/report/140217-wr-stage3-part2-full-report-en.pdf

32 p30, Analysing the Impact of UK Government Welfare Reforms in Wales, Stage One – Analysishttp://wales.gov.uk/docs/dcells/publications/120228welfarereformen.pdf

33 Point 22c, Future Pressures on Welsh Public Services Summary Report, Wales Public Services 2025 www.walespublicservices2025.org.uk/wp-content/uploads/2013/09/Mark-Jeffs-WPS2025-Summary-Report1.pdf

34 P8 Analysing the Impact of UK Government Welfare Reforms in Wales, Stage One – Analysishttp://wales.gov.uk/docs/dcells/publications/120228welfarereformen.pdf

35 p47 One Day at a Time, Citizens Advice Bureau, July
2014.http://www.citizensadvice.org.uk/index/policy/policy_publications/cr_wales/one_day_at_a_time.htm

36 Food For Wales, Food from Wales 2010-2020 Food Strategy, Welsh Government 2010 http://www.physicalactivityandnutritionwales.org.uk/documents/740/Food%20Strategy%202010-2020-eng.pdf

37 P5 Hangover Cure: Dealing with Household Debt Overcare, July 2014, Resolution Foundation,http://www.resolutionfoundation.org/media/media/downloads/Hangover_cure_dealing_with_the_household_debt_overhang_as_interest_rates_rise_1.pdf

38 Wales We Want factsheet

39 Generation 2050, WLGA, July 2014 http://www.wlga.gov.uk/sustainable-development-publications/generation-2050-better-long-term-decision-making-l-a-resource-for-local-government

40 Generation 2050, WLGA, July 2014 http://www.wlga.gov.uk/sustainable-development-publications/generation-2050-better-long-term-decision-making-l-a-resource-for-local-government

41 p32, Child and working-age poverty from 2010 to 2020, Institute for Fiscal Studies, 2011.
http://www.ifs.org.uk/publications/5711

42 p135 and p 111 Living Standards, Poverty and Inequality in the UK: 2013, Institute of Fiscal Studies, June 2013 http://www.ifs.org.uk/comms/r81.pdf

43 http://www.jrf.org.uk/publications/monitoring-poverty-wales-2013

44 26 Child and working-age poverty from 2010 to 2020,Institute for Fiscal Studies, 2011.
http://www.ifs.org.uk/publications/5711

45 Oxfam Wales We Want

46 http://www.swansea.gov.uk/enterprise/media/pdf/o/q/Swansea_and_Neath_Port_Talbot_Final_Report_23_August_2013.pdf

47 http://www.swansea.gov.uk/enterprise/media/pdf/o/q/Swansea_and_Neath_Port_Talbot_Final_Report_23_August_2013.pdf

48 http://www.swansea.gov.uk/media/pdf/7/n/WG_Household_Projections_Briefing_Note_Mar14.pdf

49 http://www.swansea.gov.uk/media/pdf/7/n/WG_Household_Projections_Briefing_Note_Mar14.pdf

50 http://thewaleswewant.co.uk/sites/default/files/resources/Housing%20factsheet.pdf

51 http://wales.gov.uk/topics/housing-and-regeneration/housing-quality/welsh-standard/?lang=en

52 http://wales.gov.uk/docs/caecd/research/120109futureswalesen.pdf

53 http://www.swansea.gov.uk/media/pdf/f/q/WG_Population_Projections_Briefing_Note_v2_Oct13.pdf

54 CCS Adult Services Business Plan 2014

55 http://www.swansea.gov.uk/media/pdf/f/q/WG_Population_Projections_Briefing_Note_v2_Oct13.pdf

56 http://www.assemblywales.org/14-004.pdf

57 Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk

58 www.walespublicservices2025.org.uk/wp-content/uploads/2013/09/Mark-Jeffs-WPS2025-Summary-Report1.pdf

59 Welsh in Education Strategic Plan 2014-2017
http://www.swansea.gov.uk/index.cfm?articleid=56904

60 Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk/

61 Daffodil Cymru 2011 data analysis, http://www.daffodilcymru.org.uk/

62 P17 Working Futures Summary Report for Wales -

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/303065/working-futures-2010-2020-wales-final-report.pdf

[63] P17 Working Futures Summary Report for Wales -
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/303065/working-futures-2010-2020-wales-final-report.pdf

[64] P7, Curriculum and Labour Market Review of the City and County of Swansea, Regional Learning Partnership, June 2014.
http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

[65] P13, Curriculum and Labour Market Review of the City and County of Swansea, Regional Learning Partnership, June 2014.
http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

[66] P32, Curriculum and Labour Market Review of the City and County of Swansea, Regional Learning Partnership, June 2014.
http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

[67] P53, Curriculum and Labour Market Review of the City and County of Swansea, Regional Learning Partnership, June 2014.
http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

[68] P8, Curriculum and Labour Market Review of the City and County of Swansea, Regional Learning Partnership, June 2014.
http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

[69] P5, Curriculum and Labour Market Review of the City and County of Swansea, Regional Learning Partnership, June 2014.
http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

[70] P29, The Colour of Growth, Maximising the Potential of Green Business, CBI, June 2012 http://www.cbi.org.uk/media/1552876/energy_climatechangerpt_web.pdf

[71] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/65698/6658-decc-fossil-fuel-price-projections.pdf

[72] http://globalfuturist.com/future-trends/energy-futures/energy-futures.html

[73] South West Wales Travel Pattern Survey 2014 (AECOM Report on behalf South West Wales Regional Transport Forum)

[74] https://www.gov.uk/government/publications/road-transport-forecasts-2013

[75] http://www.wlga.gov.uk/sustainable-development/presentation-overview-and-scrutiny-workshop-improving-the-impact-of-scrutiny/

[76] Internal CCS Transport Statistics

[77] http://wales.gov.uk/docs/caecd/research/120109futureswalesen.pdf

[78] Managing Climate Risks to Well-Being and the Economy

[79] Wales we Want factsheet

[80] http://www.bbsrc.ac.uk/research/topical/food/food-index.aspx

[81] http://www.fao.org/fileadmin/templates/wsfs/docs/expert_paper/How_to_Feed_the_World_in_2050.pdf

[82] https://www.gov.uk/.../11-546-future-of-food-and-farming-report.pdf

[83] http://www.dwrcymru.co.uk/~/media/Files/Environment/2013/Water%20Resources%20Page/WRMP%202014%20Summary%20Report%20Final%20English%20v2%20%20%20with%20cover%202.ashx

[84] http://wales.gov.uk/topics/environmentcountryside/epq/waste_recycling/publication/towardszero/?lang=en

[85] http://naturalresourceswales.gov.uk/content/docs/pdfs/our-work/Policy-advice-and-guidance/87161/wales-waste-data-2012.pdf?lang=en

[86] OECD Environmental Outlook to 2030 www.oecd.org/dataoecd/29/33/40200582.pdf

[87] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/260700/road-transport-forecasts-2013-extended-version.pdf

[88] www.cbd.int/doc/publications/cbd-ts-50-en.pdf

89 Washington Post, Jan 08, 2004. http://www.washingtonpost.com/ac2/wp-dyn/A63153-2004Jan7?language=printer. The study was published in "Nature"Jan 08, 2004

90 wales.gov.uk/topics/.../action-plan-for-pollinators/?lang=en

91 UK Climate Projections 2009 UKCP09

92 UK Climate Projections 2009 UKCP09

93 Welsh Government's Climate Change Annual Report December 2013

94 http://www.parliament.uk/briefing-papers/sn03228.pdf

95 http://www.parliament.uk/briefing-papers/sn03228.pdf

96 http://www.swansea.gov.uk/media/pdf/f/q/WG_Population_Projections_Briefing_Note_v2_Oct13.pdf

97 http://cdn.budgetresponsibility.org.uk/41298-OBR-accessible.pdf

98 http://wales.gov.uk/docs/caecd/research/120109futureswalesen.pdf

99 http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

100 http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

101 http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

102 http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

103 http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

104 Wales We Want Factsheet

105 Wales We Want Factsheet

106 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/218323/prison-pop-projections-2012-18.pdf

107 ec.europa.eu/.../**radicalisation**/.../communication_on_preventing_ **radicalisation**_and_violence_promoting_extremism_201301_en.pdf

108 Wales We Want Factsheet

109 Wales We Want Factsheet

110 Wales We Want Factsheet

111 http://wales.gov.uk/docs/caecd/research/120109futureswalesen.pdf

112 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/288562/12-1157-technology-innovation-futures-uk-growth-opportunities-2012-refresh.pdf

113 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/288562/12-1157-technology-innovation-futures-uk-growth-opportunities-2012-refresh.pdf

114 http://www.businessinsider.com/growth-in-the-internet-of-things-2013-10

115 http://wales.gov.uk/docs/caecd/research/120109futureswalesen.pdf

116 http://www.iabuk.net/sites/default/files/white-paper-docs/Future%20Trends%20volume%207%20-%20Social.pdf

117 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/68973/7348-first-ann-prog-rpt-rollout-smart-meters.pdf

118 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/288562/12-1157-technology-innovation-futures-uk-growth-opportunities-2012-refresh.pdf

119 http://www.forumforthefuture.org/sites/default/files/project/downloads/aviva-sustainable-economy-full-report-web.pdf

120 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/288562/12-1157-technology-innovation-futures-uk-growth-opportunities-2012-refresh.pdf

121 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/288562/12-1157-technology-innovation-futures-uk-growth-opportunities-2012-refresh.pdf

122 P5, Curriculum and Labour Market Review of the City and County of Swansea, Regional Learning Partnership, June 2014. http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

123 P32 Curriculum and Labour Market Review of the City and County of Swansea, Regional Learning Partnership, June 2014. http://www.rlpsww.org.uk/English/publications/Documents/RLSO/Swansea%20LMI%20Report%20Completed.pdf

124 P32, Swansea Local Development Plan, Culture and Heritage, Topic Paper ,City and County of Swansea, August 2013 http://swansea.jdi-consult.net/documents/pdfs253/Culture%20and%20Heritage%20-%2001-08-13.pdf

125 p32 Swansea Local Development Plan, Culture and Heritage, Topic Paper ,City and County of Swansea, August 2013 http://swansea.jdi-consult.net/documents/pdfs253/Culture%20and%20Heritage%20-%2001-08-13.pdf

126 A Statistical Overview of the Welsh Language, Hywel M. Jones, February 2012 http://www.comisiynyddygymraeg.org/English/Publications%20List/A%20statistical%20overview%20of%20the%20Welsh%20language.pdf

127 p13, Third Sector Statistical Resource 2014, WCVA http://www.wcva.org.uk/media/1160375/wcva_almanac_2014_web.pdf

128 State of the Sector Survey 13 Interim Results,WCVA, February 2014

129 p47 One Day at a Time, Citizens Advice Bureau, July 2014. http://www.citizensadvice.org.uk/index/policy/policy_publications/cr_wales/one_day_at_a_time.htm

130 (2)   P16 Urban form and infrastructure June 2014

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/324161/14-808-urban-form-and-infrastructure-1.pdf

[131] P13, Swansea Local Development Plan, Culture and Heritage Topic Paper ,City and County of Swansea, August 2013

[132] p15 Swansea Local Development Plan, Culture and Heritage, Topic Paper ,City and County of Swansea, August 2013 http://swansea.jdi-consult.net/documents/pdfs253/Culture%20and%20Heritage%20-%2001-08-13.pdf

[133] Local Area ResultsCensus, ONS, 2011http://www.swansea.gov.uk/2011census_phase2

[134] P5, 2013 Children's Omnibus Survey, Arts Council of Wales, 2013, file://shares01/envusers$/Suzy.Richards/Downloads/2013-Childrens-Omnibus-Survey.pdf and P5, 2013 Omnibus Service, 2013, Arts Council of Wales, 2013, file://shares01/envusers$/Suzy.Richards/Downloads/2013-Wales-Omnibus-Survey%20(4).pdf