COUNCIL SUMMONS

You are hereby summoned to attend a Meeting of the COUNCIL OF THE CITY AND COUNTY OF SWANSEA to be held in the Council Chamber, Civic Centre, Swansea on Thursday, 23 July 2015 at <u>4.30 pm</u>

The following business is proposed to be transacted:

Patrick Arran
Head of Legal, Democratic Services & Procurement
Civic Centre
Swansea
Tuesday, 14 July 2015
To: All Members of the Council

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 EXTRAORDINARY COUNCIL

**HELD AT COUNCIL CHAMBER, GUILDHALL, SWANSEA ON
THURSDAY, 25 JUNE 2015 AT 3.30 PM**

PRESENT: Councillor D W W Thomas (Presiding Member) Presided

Councillor(s)	Councillor(s)	Councillor(s)
P M Black	J A Hale	J A Raynor
J E Burtonshaw	T J Hennegan	T H Rees
M C Child	C A Holley	I M Richard
R A Clay	B Hopkins	C Richards
U C Clay	D H Hopkins	P B Smith
A C S Colburn	Y V Jardine	R V Smith
D W Cole	S M Jones	R C Stewart
A M Cook	E T Kirchner	D G Sullivan
J P Curtice	A S Lewis	G J Tanner
A M Day	D J Lewis	C Thomas
P Downing	C E Lloyd	M Thomas
C R Doyle	K E Marsh	L J Tyler-Lloyd
Ceri	P M Matthews	G D Walker
V M Evans	P N May	L V Walton
W Evans	P M Meara	T M White
E W Fitzgerald	J Newbury	
R Francis-Davies	C L Philpott	

12. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillors C Anderson, P M Black, J E Burtonshaw, S E Crouch, J E C Harris, P R Hood-Williams, A J Jones, J W Jones, M H Jones, E J King, P Lloyd, H M Morris, D Phillips, C M R W D Miles and L G Thomas.

13. DISCLOSURES OF PERSONAL AND PREJUDICIAL INTERESTS.

The Head of Legal, Democratic Services and Procurement gave advice regarding the potential personal and prejudicial interests that Councillors and / Officers may have on the agenda.

The Head of Democratic Services reminded Councillors and Officers that the "Disclosures of Personal and Prejudicial Interests" sheet should only be completed if the Councillor / Officer actually had an interest to declare. Nil returns were not required. Councillors and Officers were also informed that any declarable interest must be made orally and in writing on the sheet.

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

1)   Councillor R Francis-Davies declared a Personal Interest in Minute 14 "Conferring Title of Honorary Alderman Pursuant to Section 249, Local Government Act 1972 - Former Councillor W John F Davies".

14.   **CONFERRING TITLE OF HONORARY ALDERMAN PURSUANT TO SECTION 249 LOCAL GOVERNMENT ACT 1972 - FORMER COUNCILLOR W JOHN F DAVIES.**

The Presiding Member, Monitoring Officer and Head of Democratic Services jointly submitted a report which sought agreement in principle to conferring the title of "Honorary Alderman" on former Councillor W John F Davies.

Former Councillor Davies served the Morriston community and was Lord Mayor of the City and County of Swansea for the 2000-2001 Municipal Year. His periods of service being:

Swansea City Council - 5 May 1983 to 31 March 1996;
City and County of Swansea - 4 May 1995 to 20 March 2015.

RESOLVED that the title of Honorary Alderman be conferred on former Councillor W John F Davies in recognition of his eminent service rendered to the City and County of Swansea and its predecessor Authority's.

The meeting ended at 3.50 pm

CHAIR

CITY AND COUNTY OF SWANSEA

MINUTES OF THE COUNCIL

HELD AT COUNCIL CHAMBER, GUILDHALL, SWANSEA ON THURSDAY, 25 JUNE 2015 AT 5.00 PM

PRESENT: Councillor D W W Thomas (Presiding Member) Presided

Councillor(s)	Councillor(s)	Councillor(s)
J C Bayliss	C A Holley	G Owens
P M Black	B Hopkins	C L Philpott
R A Clay	D H Hopkins	J A Raynor
U C Clay	L James	T H Rees
A C S Colburn	Y V Jardine	I M Richard
D W Cole	A J Jones	C Richards
A M Cook	J W Jones	P B Smith
J P Curtice	M H Jones	R V Smith
N J Davies	S M Jones	R J Stanton
A M Day	E T Kirchner	R C Stewart
P Downing	A S Lewis	D G Sullivan
Ceri	D J Lewis	G J Tanner
V M Evans	C E Lloyd	C Thomas
W Evans	P Lloyd	M Thomas
E W Fitzgerald	K E Marsh	L J Tyler-Lloyd
R Francis-Davies	P M Matthews	G D Walker
F M Gordon	P N May	L V Walton
J A Hale	P M Meara	T M White
T J Hennegan	J Newbury	

15.   APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillors C Anderson, J E Burtonshaw, M C Child, S E Crouch, C R Doyle, J E C Harris, P R Hood-Williams, E J King, H M Morris, B G Owen, D Phillips, C M R W D Thomas and L G Thomas.

16.   DISCLOSURES OF PERSONAL AND PREJUDICIAL INTERESTS.

The Head of Legal, Democratic Services and Procurement gave advice regarding the potential personal and prejudicial interests that Councillors and / Officers may have on the agenda.

The Head of Democratic Services reminded Councillors and Officers that the "Disclosures of Personal and Prejudicial Interests" sheet should only be completed if the Councillor / Officer actually had an interest to declare. Nil returns were not required. Councillors and Officers were also informed that any declarable interest must be made orally and in writing on the sheet.

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

1) Councillors P Downing, J A Hale and C E Lloyd declared a Personal Interest in Minute 26 "Community / Town Standards Sub Committee Merger with Standards Committee"";

2) Councillors C A Holley and J Newbury declared a Personal Interest in Minute 27 "Councillors' Questions".

17. **MINUTES.**

RESOLVED that the following Minutes be approved and signed as a correct record:

1) Ceremonial Meeting of Council held on 15 May 2015;

2) Annual Meeting of Council held on 19 May 2015.

18. **ANNOUNCEMENTS OF THE PRESIDING MEMBER.**

1) Condolences

a) Former Councillor Peter Williams

The Presiding Member referred with sadness to the recent death of former Councillor Peter Williams. Peter Williams served the Killay South Electoral Ward on the former Swansea City Council.

b) Arthur Day, Father of Councillor A M Day

The Presiding Member referred with sadness to the recent death of Arthur Day, father of Councillor A M Day.

All present were asked to stand as a mark of respect and sympathy.

2) Queen's Birthday Honours 2015

The Presiding Member congratulated the Citizens of Swansea who received awards in the Queen's Birthday Honours.

a) Knights Bachelor (Kt)

i) Dr Karl William Pamp Jenkins, CBE. Composer. For services to Composing and Crossing Musical Genres. (London).

b) Lieutenant of the Royal Victorian Order (LVO)

i) Tracy Annette Watkins, MVO. Secretary to the Lord Chamberlain, Royal Household. (Morriston).

c) **Member of the Royal Victorian Order (MVO)**

i) Frances Matthews. Private Secretary to the Lord-Lieutenant of West Glamorgan.

d) **Officer of the Order of the British Empire (OBE)**

i) Huw Morgan Jenkins. Chair Swansea City Football Club. For services to Sport in Wales. (Neath, Neath Port Talbot).

ii) David Gareth Madge. Director of Legal Services South Wales Police. For services to Policing. (Clydach, Swansea).

e) **Member of the Order of the British Empire (MBE)**

i) Joan Elisabeth Jones. Quality and Regulatory Compliance manager, Welsh Blood Service. For services to Blood Transfusion in Wales and the UK. (Morriston, Swansea).

ii) Joseph Barrie Owen. President Swansea Harriers Athletic Club. For services to Welsh Athletics.

iii) Steve Taylor. Foster Carer. For services to Young People in Swansea. (Swansea).

iv) Wendy Taylor. Foster Carer. For services to Young People in Swansea. (Swansea).

f) **British Empire Medal (BEM)**

i) Peter Carter Jones. For services to the Establishment of the Welsh National First World War Memorial in Flanders Belgium. (Swansea).

ii) David Anthony Small. Founder and Musical director Penclawdd Brass Band. For services to Music in Swansea. (Swansea).

3) **Councillor H M Morris**

The Presiding Member referred to Councillor H M Morris' ill health and gave his best wishes.

4) **Corrections / Amendments to the Council Summons**

i) **Item 8b "Membership of Committee"** - Please note that an amended report has been circulated.

ii) **Item 11 "Councillors' Questions" - Question 1**. Amend the response as follows:

Paragraph 1. Last sentence. **Delete** the word "debt";

Paragraph 2. **Amend** the word "supported" to read "support".
Amend the word "dent" to read "debt".

19.   **ANNOUNCEMENTS OF THE LEADER OF THE COUNCIL.**

1)   **Tidal Bay Lagoon**

The Leader of the Council referred to the excellent news that Swansea was leading the way with the technology involved with the Tidal Bay Lagoon Project.

2)   **Ftr Metro**

The Leader of the Council welcomed the decision of First Cymru to withdraw the Ftr Metro aka "Bendy Bus" from the roads of Swansea.

3)   **Child and Family Services**

The Deputy Leader of the Council congratulated the Child and Family Services Team on winning the "Leadership to Achieve Confident, Competent and Professional Workers" award at the Care Council for Wales Accolades held at City Hall, Cardiff.

The award was given in recognition of the Authority's innovative approach to Social Work called 'Signs of Safety' which has already attracted UK and international interest. The City and County of Swansea is the first Children's Services in Wales to form partnerships with families and professionals to help children live safer lives.

This innovative way of working has given a much needed voice to children. The judges were impressed that there was much greater satisfaction from families and staff, with every child understanding why they were looked after, and what learning was being shared across partner agencies.

The dramatic improvement in performance during recent years has been a real Team effort. She congratulated the whole Team on the achievement.

4)   **Municipal Journal (MJ) Awards**

The Deputy Leader of the Council referred to the fact that the Authority had been shortlisted for an MJ Award (The Oscars for Councils) in recognition of its excellence in Local Government services across the UK. The Authority's work in safeguarding children, promoting and protecting children's rights earned a place as a finalist in the Children's Services category.

The Authority did not win the Award however its submission recognised the work being done across the Council as well as ith other partner Organisations that support children and families to make the most of their lives.

The City and County of Swansea is the only Council in the UK to have embedded the United Nations Convention on the Rights of the Child (UNCRC) in all that it does. The Authority's work with children and their families to intervene early when needed helps keep them all safe.

The MJ award shortlisting is not just recognition of Teams in Children's Services. It also reflects how the Council's work to support children is a priority for other Departments.

20. **PUBLIC QUESTIONS.**

A number of questions were asked by members of the public. The relevant Cabinet Member responded accordingly. Those questions requiring a written response are listed below:

1) Lis Davies asked the Leader of the Council questions in relation to Minute 27 "Councillors' Questions (Question 2)".

   "Page 57. A cost of £11.6 million relating to sickness at Coventry Council and the position of CCS between 2013-2014 and 2014-2015. However the response made no reference to costs.

   What were the monetary costs to CCS relating sickness levels between 2013-2014 and 2014-2015?"

   The Leader of the Council stated that a written response would be provided.

2) Lis Davies asked the Leader of the Council questions in relation to Minute 27 "Councillors' Questions (Question 4)".

   "i) Page 63. Have the estimated Capacity figures for 2022 within the report taken into account the proposed new build allocations in the Draft LDP? Prime example being the student village, Sketty. If 300 houses were approved for the student village where would the children be educated? Parklands, Sketty and Hendrefoilan Schools are either near or at full capacity.

   ii) Page 63. I also question the inaccurate figures relating to Dunvant School Number on roll – 276 Capacity - 322 unfilled places - 46. There are presently 337 pupils attending Dunvant Primary; 61 more pupils than recorded in the report and 15 more than capacity. In view of the discrepancies, one would have to question the accuracy of the content within the report as a whole".

   The Education Cabinet Member stated that a written response would be provided.

21. **PUBLIC PRESENTATION - TACKLING SLAVERY - THE WELSH PERSPECTIVE.**

Lynn Minshall gave a presentation on 'Tackling Slavery - The Welsh Perspective'. She outlined the issues associated with modern day slavery and the extent of it within Wales and beyond. She stated that a one hour training session was now available should Councillors be interested.

The Leader of the Council welcomed the offer of training and supported its inclusion in the Councillors Training Programme.

Councillor Erika T Kirchner (Domestic Abuse Member Champion) gave thanks for the presentation.

22. **COUNCILLORS ALLOWANCES AND EXPENSES 2014-2015.**

The Head of Democratic Services submitted an information report which presented the amount of allowances and expenses paid to each Councillor and Co-opted Member during 2014-2015 under the Councillors Allowances Scheme.

23. **MEMBERSHIP OF COMMITTEES.**

The Transformation and Performance Cabinet Member stated that an amended report had been circulated.

He referred to the report stating that the Leader of the Council had made the following changes to the Authority's membership on Outside Bodies:

1) **Caer Las Cymru**
   Remove Councillor D H Hopkins.
   Add Councillor T J Hennegan.

2) **Local Government Association**
   Remove Councillors N S Bradley and D Phillips.
   Add Councillors C E Lloyd and R C Stewart.

3) **Local Government Association Urban Commission**
   Remove Councillor N S Bradley.
   Add Councillor E J King.

4) **National Waterfront Museum (Swansea) Ltd**
   Remove Councillors N S Bradley and J C Bayliss.
   Add Councillors J A Hale and E T Kirchner

5) **Religious Education in Wales**
   Remove Councillor P B Smith.
   Add Councillor E J King.

6) **Swansea Council for Voluntary Service**
   Remove Councillor G J Tanner.
   Add Councillor C R Evans.

7)   **Swansea Economic Regeneration Partnership**
      Remove Councillor N S Bradley.
      Add Councillor R C Stewart.

8)   **Swansea Festival of Music and the Arts**
      Remove Councillors N M Woollard and D Phillips.
      Add Councillors C Anderson and T J Hennegan.

9)   **West Wales Valuation Tribunal**
      Remove Councillor A S Lewis.
      Add Councillor N J Davies.

RESOLVED that the membership of the Council Bodies listed below be amended as follows:

1)   **Audit Committee**
      Remove Councillors J C Bayliss and A M Cook.
      Add Councillors C Anderson and T M White.

2)   **Business & Administration Cabinet Advisory Committee**
      Remove Councillor B G Owen.
      Add Councillor C Thomas.

3)   **Communities Cabinet Advisory Committee**
      Remove Councillor P Downing.
      Add Councillor A M Cook.

4)   **Chief Officers Disciplinary Committee**
      Remove Councillor A J Jones.
      Add Councillor C Thomas.

5)   **Economy & Investment Cabinet Advisory Committee**
      Remove Councillors B G Owen and N M Woollard.
      Add Councillors D W Cole and C Thomas.

6)   **Engagement & Inclusion Cabinet Advisory Committee**
      Remove Councillor A J Jones.
      Add Councillor C R Evans.

7)   **Joint Consultative Committee**
      Remove Councillor M H Jones.
      Add Councillor C A Holley.

8)   **LA Governor Panel**
      Remove Councillor J W Jones.
      Add Councillor C A Holley.

9)   **Pensions Board**
      Add Councillor D W Cole.

10)   Planning Committee
Remove Councillor J C Bayliss.
Add Councillor P B Smith.

11)   West Glamorgan Archives Committee
Remove Councillor J Newbury.
Add Councillor P M Meara.

24.   **PROPOSED AMENDMENTS TO THE PRIVATE SECTOR HOUSING RENEWAL AND DISABLED ADAPTATIONS: POLICY TO PROVIDE ASSISTANCE 2012-17**

The Communities and Housing Cabinet Member submitted a report which sought to outline proposed amendments to the current Private Sector Housing Renewal and Disabled Adaptations: Policy to Provide Assistance 2012-2017.

RESOLVED that:

1)   The amendments to Sections 3 and 5 of the documents detailed within the report be approved;

2)   A revised Policy be published.

25.   **AMENDMENTS TO THE CONSTITUTION.**

The Presiding Member, Monitoring Officer and Head of Democratic Services jointly submitted a report which sought to make amendments in order to simplify, improve and / or add to the Council Constitution in relation to the following areas:

1)   Part 3 – Scheme of Delegation;

2)   Part 4 – Scrutiny Procedure Rules.

RESOLVED that the changes to the Council Constitution as outlined in Paragraph 3 of the report together with any further consequential changes be adopted.

26.   **COMMUNITY / TOWN COUNCILS STANDARDS SUB COMMITTEE MERGER WITH STANDARDS COMMITTEE.**

The Head of Democratic Services and Monitoring Officer jointly submitted a report which sought to provide the feedback on the consultation with the Community / Town Councils and to recommend a way forward to merge the Community / Town Councils Standards Sub Committee with the Standards Committee.

RESOLVED that:

1)   The consultation responses as outlined in **Appendix A** be noted;

2)   The Community / Town Council Standards Sub Committee be merged with the Standards Committee;

3) The proposed terms of reference of the Standards Committee as outlined in **Appendix B** be adopted;

4) Community / Town Councils be approached asking them either to propose Community / Town Councillors as suitable candidates and / or for applications of interest to be submitted for a place on the merged Standards Committee;

5) Standards Committee be authorised to shortlist and interview Community / Town Councillors that have applied to sit on the merged Standards Committee;

6) It be noted that Council itself will make the appointment based on the recommendation of the interviewing body.

27. **COUNCILLORS' QUESTIONS.**

1) **Part A 'Supplementary Questions'**

Eight (8) Part A 'Supplementary Questions' were submitted. The relevant Cabinet Member(s) responded by way of written answers contained in the Council Summons.

The following question(s) required a written response:

a) Question 2. Councillor E W Fitzgerald asked the following supplementary question(s):

"What is the cost of sick absence to the Authority and what are the reasons for the sickness?"

The Leader of the Council stated that a written response would be provided.

b) Question 4. Councillor A M Day asked the following supplementary question(s):

"The surplus capacity figures for Primary Schools of 12.08% as outlined on page 59, hides the difference between English and Welsh education. The Authority needs to ensure that there is sufficient capacity for Welsh medium education.

What measures and mechanisms are in place to address this?"

The Education Cabinet Member stated that a written response would be provided.

2) Part B 'Questions not requiring Supplementary Questions'

No Part B 'Questions not requiring Supplementary Questions' were submitted.

28.   **WRITTEN RESPONSES TO QUESTIONS ASKED AT THE LAST ORDINARY
MEETING OF COUNCIL.**

The Head of Legal, Democratic Services and Procurement submitted an information report setting out the written responses to questions asked at the last Ordinary Meeting of Council.

The meeting ended at 6.16 pm

CHAIR

WALES **AUDIT** OFFICE
SWYDDFA **ARCHWILIO** CYMRU

Annual Improvement Report

Incorporating the Corporate Assessment Report 2014

City and County of Swansea

Issued: June 2015
Document reference: 220A2015

This Annual Improvement Report incorporating the Corporate Assessment
has been prepared on behalf of the Auditor General for Wales by Steve Barry
and Samantha Spruce together with staff of PricewaterhouseCoopers
under the direction of Jane Holownia.

Huw Vaughan Thomas
Auditor General for Wales
Wales Audit Office
24 Cathedral Road
Cardiff
CF11 9LJ

Contents

Summary report

Summary

1   In 2013-14, staff of the Wales Audit Office began a four-year cycle of corporate assessments of improvement authorities in Wales. This means that, in addition to an annual programme of improvement studies and audits of councils' approaches to improvement planning and reporting, each authority will receive an in-depth corporate assessment once during a four-year period. In the intervening years, we will keep track of developments through progress updates.

2   Our fieldwork for the corporate assessment focused on the extent to which arrangements are contributing to delivering improved service performance and outcomes for citizens. The corporate assessment sought to answer the following question: **'Is the Council capable of delivering its priorities and improved outcomes for citizens?'**

3   The Auditor General has concluded that: **the Council can demonstrate improvement across a range of key services and has developed a clear framework for managing future challenges.** He came to this conclusion because the Council:

     a   has a clear vision of what it wishes to achieve;

     b   has generally robust governance arrangements and is improving access to information about its scrutiny activity;

     c   can demonstrate improvements in a range of key services and recognises the need to accelerate the pace of improvement of its performance monitoring and management arrangements;

     d   has a strong track record of managing its budget and has established comprehensive arrangements for managing the financial challenges it faces in the future;

     e   has a Human Resource Strategy that provides a framework for people management but is inconsistently applied at service level; and

     f   has Asset management arrangements that are aligned with the delivery of the Council's change strategy but service business plans are not consistently incorporating property asset commitments and requirements.

Proposals for improvement

Proposals for Improvement
P1 Implement planned changes to the reporting arrangements for the key corporate priorities and identify a smaller number of outcomes intended to ensure delivery of the Council's new priorities.
P2 Ensure records of delegated decisions made by officers are accurately recorded.
P3 Increase the pace of implementation of improvements to performance reporting arrangements to provide a balanced range of readily accessible information that assists decision making.
P4 Ensure service business plans consistently incorporate workforce and asset management requirements as expected in corporate guidance.

Introduction

4   Under the Local Government (Wales) Measure 2009 (the Measure), the Auditor General must report each year on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement in delivering their services. Appendix 1 provides more information about the Auditor General's powers and duties under the Measure. With help from Welsh inspectorates, Estyn (for education), the Care and Social Services Inspectorate Wales (CSSIW), and the Welsh Language Commissioner we have brought together a picture of what each council or authority in Wales is trying to achieve, how it is going about it, and the progress the City and County of Swansea (the Council) has made since the Auditor General published his last annual improvement report. The report also draws on the Council own self-assessment. Finally, taking all this into account, the report concludes whether the Auditor General believes that the Council is likely to make arrangements to secure continuous improvement for 2014-15.

5   We do not undertake a comprehensive annual review of all Council arrangements or services. The conclusions in this report are based on our cumulative and shared knowledge and the findings of prioritised work undertaken this year.

6   Given the wide range of services provided and the challenges facing the Council, it would be unusual if we did not find things that can be improved. The Auditor General is able to:

   a   make proposals for improvement – we make such proposals in this report and we will follow up what happens;

   b   make formal recommendations for improvement – if a formal recommendation is made the Council must prepare a response to that recommendation within 30 working days. We find no reason to make such recommendations;

   c   conduct a special inspection and publish a report and make recommendations. We find no reason to conduct such an inspection; and

   d   recommend to Ministers of the Welsh Government that they intervene in some way. We find no reason to make such a recommendation.

7   We want to find out if this report gives you the information you need and whether it is easy to understand. You can let us know your views by e-mailing us at info@audit.wales or writing to us at 24 Cathedral Road, Cardiff, CF11 9LJ.

Detailed Report

The Council can demonstrate
improvement across a range of
key services and has developed a
clear framework for managing future
challenges

The Council has a clear vision of what it wishes to achieve

8   Cabinet members and senior managers we spoke to were clear about what they wished to achieve and referred to the 'top five' priorities of the Council as the drivers for the achievement of that vision. The following priorities were adopted by the Cabinet in January 2015:

     a   Safeguarding vulnerable people

     b   Improving pupil attainment

     c   Creating a vibrant and viable city and economy

     d   Tackling Poverty

     e   Build sustainable communities

9   Our survey of senior managers and focus groups indicated that most were aware of the move to five key priorities.

10   In recent years a range of different documents have been produced, each setting out specific objectives and each having had an influence over service activity:

     a   The **One Swansea Plan** published in 2013. The Single Integrated Plan setting out the priorities of the Local Service Board (LSB) expressed as six 'population outcomes'. This is updated annually and in 2014 a delivery statement was produced identifying 21 activities across a wide range of services provided by the Council and its partners.

     b   **Standing up for a Better Swansea**, the Council's previous Corporate Improvement Plan 2013-17 included nine improvement objectives. There are clear connections between most of these objectives and those in One Swansea and the majority of measures used to assess performance are shared.

     c   The 10 Policy Commitments of the Labour administration adopted by the Council in July 2012. Most are reflected in the nine improvement objectives in the Corporate Plan but by July 2014 officer reports were describing and reporting against 106 activities as 'policy commitments'.

     d   **Sustainable Swansea – Fit for the Future** (Sustainable Swansea) adopted as a strategy in October 2013 with the delivery programme being adopted in July 2014. The response of the Council to ensuring that it is able to effectively manage a future when the resources it has available to meet local needs will be severely reduced. This strategy is supported by a clear governance framework and includes four work-streams with 14 delivery strands.

     e   The Council is amongst the first in Wales in seeking to embed sustainable development principles into its decision making and activity and was one of the first councils in Wales to report publicly about the topic. The Sustainable Development Policy has 10 aims and seven priority areas and the Council has identified four key challenges it needs to resolve to drive its policy objectives. The majority of these can be linked with the work-streams within the 'Sustainable Swansea' programme.

11   Taken together Sustainable Swansea and the Corporate Plan provide a vision of what the Council wishes to achieve in terms of its internal operations and for its citizens and the means by which it intends to manage the challenges it faces now and in the future. The declaration of the ten policy commitments and publicly reporting progress against these commitments represents good practice – but instead of focussing on the intended outcomes of these policy commitments review arrangements have become too focussed on activity tracking.

12   The issue facing the Council is that, over time, additional activities have been included in reports which are not only diverting attention from its key priorities but have also resulted in time consuming reporting against a plethora of activities – rather than the results being achieved. This does however offer the Council the opportunity to end time consuming reporting arrangements in favour of the more succinct reporting processes being developed.

13   The Council has recently adopted its Corporate Plan for 2015-2017 and has included the measures of progress by which it intends to establish whether its priorities are being met. These measures do not yet consistently meet the intentions proposed in the 'scorecard' system being introduced.

Exhibit 1 – Positive Practice – Sustainable Development

Swansea was one of the first Welsh local authorities to publicly report on sustainable development performance, initially focusing on energy consumption and carbon emissions.

The Council's Sustainable Development Policy was first adopted in 2006 and amended in 2012. It sets out the vision for a sustainable Swansea, defining sustainable development as 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.' The approach aims to ensure all Council actions and policies are sustainable, by integrating economic, social and environmental goals, whilst pursuing the Community Strategy's objectives. The Policy sets out 10 aims and seven priority areas.

The Policy is supported by the Sustainable Development Framework which provides information on sustainable development and what it means to the Council in the context of national and local drivers. It sets out a five year action plan for improvements to achieve the Sustainable Development Policy's vision and aims.

The establishment of a specific focus on integrating the principles into decision making and implementation has enabled the Council to identify the gaps it needs to address in order to discharge its policy. Addressing these gaps is integrated within the Council's planning framework.

Proposals for improvement

Proposals for Improvement
P1   Implement planned changes to the reporting arrangements for the key corporate priorities and identify a smaller number of outcomes intended to ensure delivery of the Council's new priorities.

The Council has generally robust governance arrangements and is improving access to information about its scrutiny activity

14   Good governance should result in good management, good performance, good stewardship of public money, good public engagement and ultimately, good outcomes (The Good Governance Standard for Public Services, OPM & CIPFA, 2005). Good governance provides a framework of accountability to users, stakeholders and the wider community, within which organisations take decisions and achieve set objectives.

Cabinet Members are held to account through a number of mechanisms

15   The Council has clear mechanisms for holding Cabinet Members to account, this includes the agreement of, and monitoring achievement against, portfolio objectives of each Cabinet member by the Leader of the Council. These portfolio objectives are also fed through to those of senior officers and integrated into service planning. Individual Cabinet Members also attend the Scrutiny Programme Committee on a rolling programme to present their own reports and respond to questions, and, on request may attend scrutiny panels.

Exhibit 2 – Positive Practice – Question Time

The Council provides formal opportunities for members of the public and councillors to pose questions at Cabinet meetings, and for the public to pose questions at Council meetings.

Roles and responsibilities in decision-making processes are clear but records of delegated decisions made by officers are not as transparent as intended

16   The Council's constitution sets out responsibilities and roles in relation to decision-making and governance and has been recently updated. Whilst officers and members were content with the levels of delegation in the constitution, a number felt that there was potential to further streamline decision-making by increasing the number of decisions that could be taken through delegated powers.

17   The Council publishes forward work programmes for Council, Cabinet and Scrutiny and the scrutiny function employs a number of methods to raise awareness of its work through social media and the preparation of the Scrutiny Dispatches publication. The Council also commits where possible to publish agendas/papers for Cabinet and Council meetings seven days in advance of meetings which is better than the statutory minimum requirement. At formal committee meetings the agenda also includes a clear explanation of why it is necessary to exclude the press and public from part of a meeting.

18   The Council does not have a corporate record or publish records of executive decisions delegated to officers. There is a section on the Council's website that indicates it includes a list of such decisions taken by officers, however this has not been populated, a search of the 'decisions taken' shows no results, and could lead to a conclusion that no decisions have been taken. This arrangement thus lacks the intended transparency and should the Council decide to increase levels of delegation the recording and publication of decisions will have greater importance.

The Council's scrutiny structure enables a flexible and focussed approach and access to information about scrutiny activity has improved in recent months

19   The Council's scrutiny structure consists of a formal Scrutiny Programme Committee, performance panels and time limited inquiry panels. The structure is intended to enable a more flexible response to issues through the establishment of time limited inquiry panels and affords members the opportunity to participate in the scrutiny of topics that matches their areas of interest.

20   However, because the performance panels and inquiry panels are not regarded as 'formal' parts of the Council business at the time of this assessment details of their meetings were not publicised on the Council's website in the same way as other formal meetings. This meant there was a lack of access to information about proceedings and to the information provided to panel members. This meant that the way in which councillors dealt with that information and the results being achieved could not be readily assessed. Whilst some information about activity was subsequently recorded in the Scrutiny Programme Committee minutes, access to specific information was difficult unless the date that an item had been considered was already known – this included difficulty in identifying the programme of proposed activity.

21   In recent months the Council has been taking steps to improve access to the information about its scrutiny work. Scrutiny Dispatches are being published explaining current inquiries and a Scrutiny Reports Library provides better access to the reports produced by inquiry panels. Social media is also being used to raise awareness of scrutiny activity.

22   The Scrutiny Programme Committee has also approved an action plan that has the potential to improve communication and engagement with scrutiny. There are also clear processes in place for reporting the outputs of scrutiny work and for following up and monitoring the implementation of recommendations, as well as the responsibilities of the Cabinet in responding to recommendations. The Scrutiny Programme Board has also approved proposals to improve the impact of scrutiny including for example by establishing measurable outcomes at the start inquiries.

23 Cabinet Advisory Committees were being introduced at the time of this assessment. The constitution refers to functions of the Cabinet Advisory Committees as being:

a to advise the relevant Cabinet Member as appropriate on matters relating to the Policy Commitments adopted by Council within any portfolio; and

b to advise and support the work of the Cabinet and the Council as a whole advising the relevant Cabinet Member on potential changes to Policy and the delivery of major service change and alignment with the direction in **Sustainable Swansea - Fit for the Future**.

24 The constitution also includes detailed terms of reference for the Scrutiny functions. Both members and officers recognised the need for effective coordination and operational clarity regarding these arrangements because of the potential for duplication in their work both in terms of the subject matter they examine and the methods they employ to undertaken the work. For example the scrutiny programme committee amongst other roles has a role in contributing to corporate and partnership policy and strategy, conducting in depth inquiries into service and policy areas, involving the public in service improvement and policy development and as a 'critical friend' in undertaking pre-decision scrutiny.

25 Cabinet Advisory Committees have a role in 'advising the relevant Cabinet Member on potential changes to Policy.' In undertaking their role Cabinet Advisory Committees ways of working described in the constitution are similar to the methods employed by scrutiny functions and can include 'holding enquiries, going on site visits, conducting public surveys, holding public meetings, commissioning research, hearing from witnesses and appointing advisors and assessors.'

The Council has a clear strategy for the development of skills of councillors

26 The Council has adopted a learning and development strategy for councillors that sets out a detailed and phased approach to learning and development including a description of how learning needs will be identified and how learning activities will be evaluated. As expected councillors sitting on certain committees such as the Licensing Panel or the Appointments Committee are required to undergo specific training before taking part in proceedings. An annual programme of training and development activities for councillors is in place that gathers views about the quality of training and development.

27 Members were generally positive about the support they received. The Standards Committee has also been pro-active in meeting with group leaders and reports annually to council on the work it has undertaken. It also intends to report shortly on the outcomes of its recent meetings with group leaders.

28   Members held mixed views on the extent to which the Council had provided support and training to assist them to discharge their roles on outside bodies. Some members felt they had received support from the Council whilst others felt they had not received sufficient support/training on their role.

29   Child Protection training is provided for all school staff, governors and school volunteers on a rolling programme. Corporate Safeguarding Training has also been supplied to staff in Social Services and partner organisations and school staff and to some elected members. However, the levels of attendance by some elected members who are school governors has been relatively low.

30   We included a survey questionnaire as part of our study of safeguarding arrangements at all Councils in 2014. At that time the Council was below the survey average for the number of people who had received training on safeguarding in the previous six months – 23 per cent at the Council compared with our survey average of 32 per cent. The Council also had proportionally more people who responded indicating they had never received safeguarding training, 15 per cent compared with our all-Wales average of 10 per cent. The Council intends to make safeguarding training mandatory for all. Consequently, a new schedule of safeguarding training sessions started in the summer of 2014 for elected members, executive managers, third-tier managers, fourth-tier managers and all front-line employees.

Whistleblowing arrangements are adequate and the Council's policy has recently been updated

31   The Council does not currently have any reported whistleblowing cases, however it has adequate internal arrangements to administer and record cases as and when they do arise. In April 2015 the Whistleblowing Policy document was up-dated to include more information about the role and contact details of external regulators.

32   It is positive that the Council has established clear internal responsibility for whistleblowing within the HR function and that whilst limited, some publicity and briefings have been carried out internally on the importance of this and other HR policies.

Governance arrangements for safeguarding are adequate and the Council is undertaking further improvements to the checks it makes to ensure policies are being put into practice

33   A Corporate Safeguarding Policy is in place and a Corporate Safeguarding Operational Group monitors its application, which reports quarterly to the Corporate Executive Board and the Public Protection Executive Board. There is a well established Local Authority Designated Officer (LADO) post within children's Services in Social Services and in Education. The Council's emphasis on improving childcare practice standards, coupled with its adoption of the UN Charter on the Rights of the Child, has ensured that safeguarding has a very high profile in the Council.

34   Safeguarding is identified as a key corporate risk. The annual review of the
      Corporate Risk Register in December 2013 identified a series of actions to manage
      risk which are being co-ordinated by the Corporate Safeguarding Operational
      Group. In addition, each service area has a risk register which is reviewed on a
      monthly basis.

35   Monitoring and reporting on safeguarding is mainly undertaken through the
      Children's Services monthly performance report. The Council recognised that
      performance reporting arrangements were not comprehensive because they
      focussed too much on social services and education and is acting to ensure
      evaluation of performance in other Council services is undertaken and that the
      Internal Audit service considers assessment of the application of policy when
      developing its work programme priorities.

36   We have provided the Council with a separate report about its safeguarding
      arrangements that includes proposals for improvement. We will be following up
      progress during 2015-16.

Proposals for improvement

Proposals for Improvement
P2   Ensure records of delegated decisions made by officers are recorded.

The Council can demonstrate improvements in a range of key services and recognises the need to accelerate the pace of improvement of its performance monitoring and management arrangements

The adoption of the 'scorecard' system of performance reporting will provide the Council with a more effective means of evaluating and managing performance but the pace and quality of implementation at service level is variable

37   Last year we said that the Council, in recognition of weaknesses in its performance reporting arrangements, was "reviewing and changing its corporate performance management arrangements". A process of briefing managers on a revised approach that had the potential to provide clearer information about results being achieved and the resources deployed began with Results Based Activity (RBA) workshops for managers in November 2012. This was further refined during November 2013 by senior managers into an intention to produce balanced scorecards.

38   The Council informs us that it intends to introduce improved corporate quarterly reporting for 2015-16. The Council recognises that Members have been receiving reports that contain a high volume of data with insufficient information to judge the quality or effectiveness of service. The timing of reporting to members (usually some 10 weeks after the end of the period covered by the data) and limitations in the information (absence of clear, intended standards and the resources deployed) means it is too late to inform significant decision making by members.

39   In recent years the Council has dedicated significant time to developing service managers' knowledge of balanced scorecard methods as well as developing an associated structure and guidance for service business plans. Since the completion of the RBA workshops in early 2013 service business plans have been expected to be structured around RBA principles and to identify the outcomes intended from activity described within the plans. Plans that we reviewed show there to have been mixed success. Some showed clear application of expectations but in others there remained a focus on activity rather than outcomes. The Council proposes to review all service business plans for 2015-16 in June 2015 and use an internal "peer review" process as a means of securing consistency in the quality of plans for the future.

40   The intended development of the performance reporting arrangements has the potential to provide better, more accessible information that will assist decision making by providing a clearer picture of the results achieved against expectations with the resources deployed. Greater urgency needs to be given to the establishment of a consistent and robust arrangement throughout key activities to support the decisions the Council will be making in the future.

Proposals for improvement

Proposals for Improvement
P3   Increase the pace of implementation of improvements to performance reporting arrangements to provide a balanced range of readily accessible information that assists decision making.

Whilst real terms expenditure has reduced in recent years, education results have been generally improving and the Council is managing surplus school places effectively

41   Reflecting its priorities the Council has sought to provide a degree of protection to education budgets as part of its overall savings strategy. However taking account of inflation real terms outturn expenditure on education fell by £1,767,000[1] in 2013-14 compared to outturn expenditure in 2011-12 .

42   The Council has reduced the level of surplus spaces in its schools, in 2010, there were 103 primary and secondary schools in Swansea, with 17.8 per cent of places unfilled. By 2014, the number of schools had reduced to 94, and net surplus places had fallen to 12.5 per cent.

43   Pupils in Swansea's secondary schools consistently achieve GCSE results that are well above that which might be expected when compared with other schools across Wales with similar levels of deprivation. In 2014 (the most recent year for which comparative data is available), 59.1 per cent of 16 year old pupils achieved five or more good GCSE passes that included English or Welsh (first language) and mathematics, above the average for Wales of 55.4 per cent. Eight out of 14 secondary schools were in the top quartile and one in the bottom quartile for this indicator when compared with schools elsewhere in Wales with similar levels of deprivation. Also proportionally fewer pupils are leaving Swansea schools without a qualification than the Welsh average.

44   Key stage 2 results have been improving steadily since 2010 and exceeded the Welsh average in 2014. This performance is better than can be expected when compared with other schools across Wales with similar levels of deprivation.

Exhibit 3 – Key stage 2 results have been improving
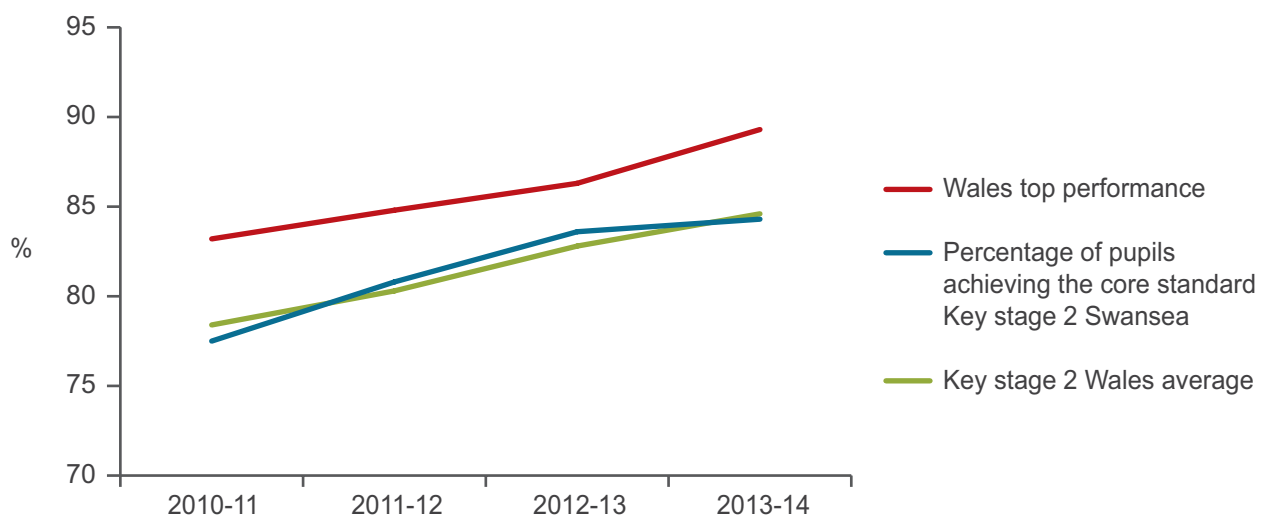
Source: Local Government Data Unit InfoBaseCymru

45   The Council aims to improve pupil attainment. When considering results in schools
      a pupils' eligibility for free school meals is used as a means of identifying those
      pupils relatively more deprived than others. In Swansea the difference between
      levels of performance for those pupils who are eligible for free school meals and
      those who are not has been widening in recent years and is currently greater than
      the average for Wales.

Exhibit 4 – The gap between pupils in receipt of free school meals who achieved five or
more good GCSE passes and those who are not is beginning to widen
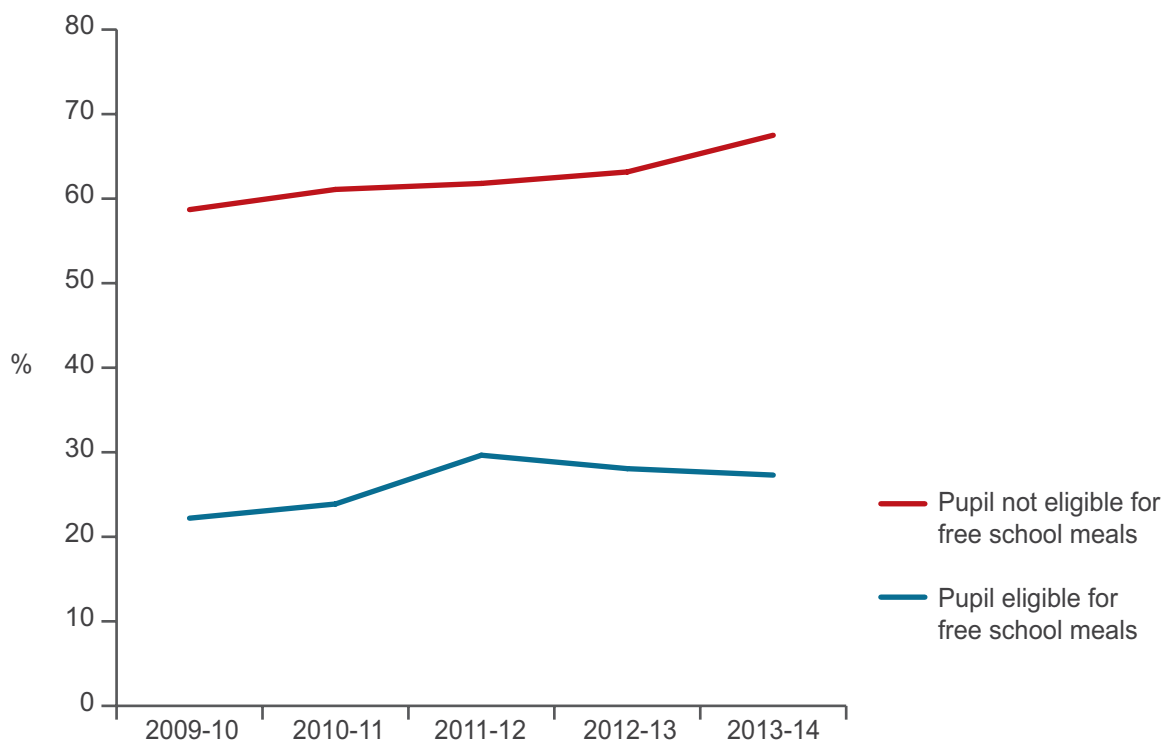
Source: Local Government Data Unit InfoBaseCymru

Exhibit 5 – Primary school attendance has not improved consistently and remains below the Wales average
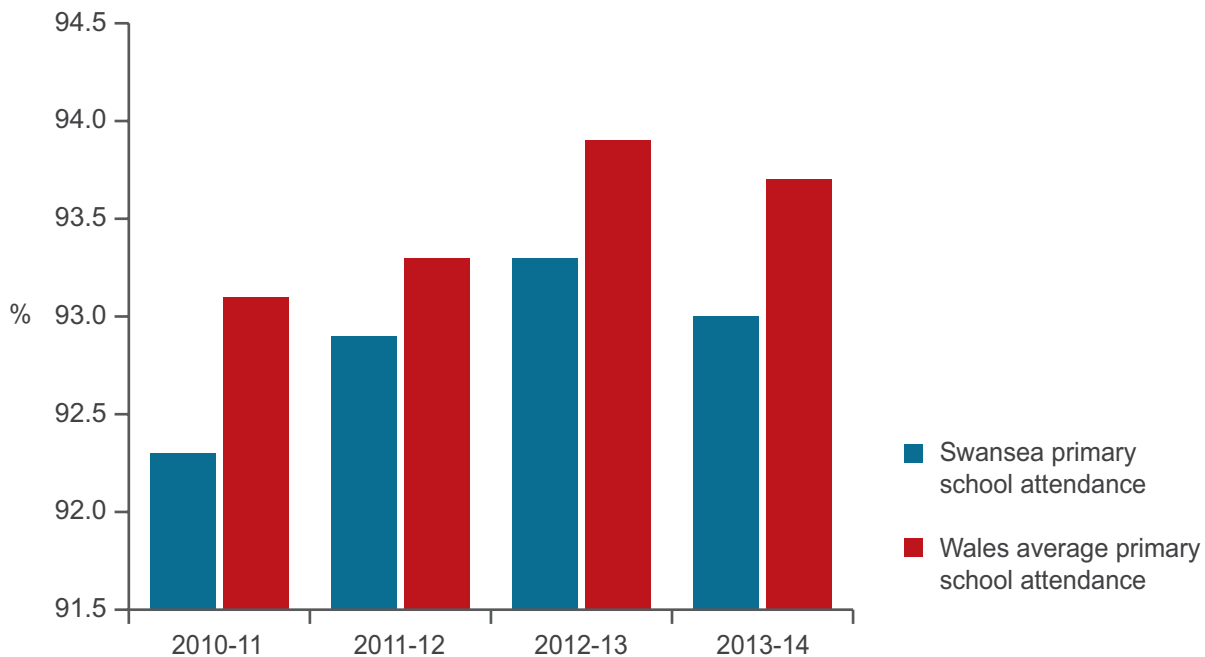
Source: Local Government Data Unit InfoBaseCymru

Exhibit 6 – Secondary school attendance is improving but remains below the Wales average
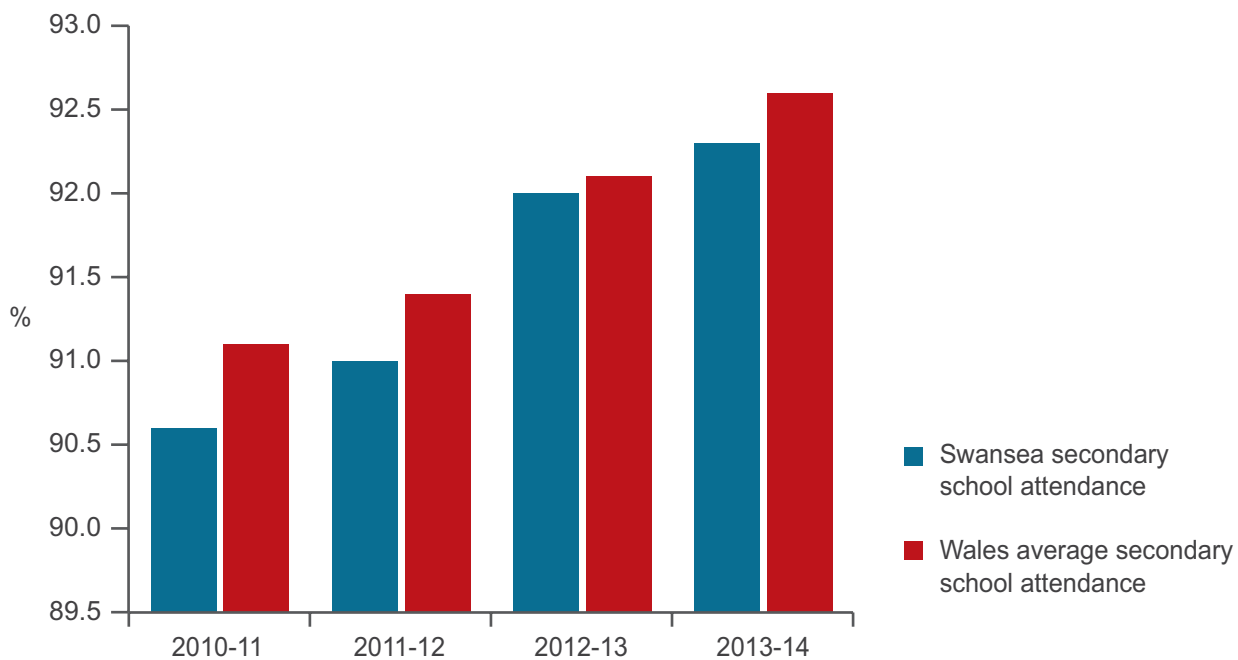
Source: Local Government Data Unit InfoBaseCymru

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The Care and Social Services Inspectorate Wales found that the Council was improving performance whilst taking steps to improve culture and self-evaluation

46   The CSSIW regulates social care and social services in Wales. CSSIW provides independent assurance about the quality and availability of social care in Wales. The CSSIW Performance Evaluation Report 2013-14 for the Council was published in October 2014 a copy can be obtained via the CSSIW website www.cssiw.org.uk.

47   The CSSIW considered that the Council was improving performance whilst taking steps to improve culture and self-evaluation. It identified that social services had a clear direction which was supported by corporate plans and a strategic framework.

48   CSSIW also found that the Council was making significant progress with its plans for transformational change within adult and children's services and had gained strong political and corporate support for the changes being undertaken.

49   Worthy of note is that whilst some NSIs identified comparative weaknesses in performance in Childrens' Services the CSSIW highlighted positive practice in this area. This was because the Council had placed greater emphasis upon early intervention and prevention to ensure children and families were able to gain access to timely help and support and reduce the need for more complex statutory services.

50   In adult services CSSIW considered that in terms of delivery, the transformation of adult social services had realised positive results in that the balance of care had moved from the longer stay residential care model to one that was community based and focussed on re-ablement. The Council had invested its resources in a model of social care which was outcome focussed and was promoting prevention and early intervention in order to support and optimise independence for people. Services were working to identify and support strengths rather than focusing solely on need, building individual resilience and that of the local community. CSSIW considered this to be a refreshing and positive approach which empowered people to maintain their independence, their voice and control.

51   Reflecting its priority to safeguard vulnerable people, the Council has protected social services when seeking budget savings and whilst savings have been expected, in real terms, revenue expenditure increased by £5.8 million[2] between 2011-12 and 2013-14.

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Despite real terms budget reductions the Council has been achieving improvements against key environmental indicators

52   'Local environmental services' include environmental health; waste collection and disposal; street cleansing, and cemeteries, cremation and mortuary services. Generally local environmental services have not been protected when setting budget savings targets in the past and it is anticipated that, along with other non-prioritised service areas, savings in the region of 50 per cent of controllable budget will be required in the future. In real terms, revenue outturn expenditure on local environmental services reduced by £1.46 million[3] (5.4 per cent) over the period 2011-12 to 2013-14.

The Council has sustained improvement against key environment indicators in recent years

53   National Strategic Indicators (NSIs) and PAMs have been established that cover the Welsh Government's strategic priorities or because they reflect issues of importance. The Council can demonstrate sustained improvement in:

a   the reduction in the amount of waste going to landfill and an increase in the proportion of waste re-cycled (Wales ranking being 18th and 16th of 22 Councils in 2013-14);

b   the proportion of food establishments inspected that are broadly compliant with food hygiene standards (Wales ranking being 14th of 22 Councils); and

c   the percentage of fly tipping incidents cleared within five working days (Wales ranking being 18th of 22 Councils).

Despite reduced budgets and staff numbers the Council is generally delivering environmental health services at the highest levels

54   The Chartered Institute of Environmental Health and the all Wales Heads of Environmental Health Group has, through its Best Practice Standards, sought to further define the range of statutory and discretionary environmental health services delivered by councils in Wales[4]. The standards are subject to regular review and update to take account of changes in statutory guidance; the impact of new legislation or case law; and to reflect new ways of delivering services. The standards define activity in each of the service areas and set out the characteristics that constitute: a minimum standard service; a good standard of service; and best practice in each of the areas. These broadly reflect the statutory obligations for all environmental health services covering 11 areas of activity.

3   As measured by Treasury GDP deflators April 2015
4   Chartered Institute of Environmental Health Wales and all Wales Heads of Environmental Health Group, Best Practice Standards, October 2013.

55   Council expenditure on these specific elements of the environmental health service has fallen by 2.8 per cent over the period 2011-12 to 2013-14. This was not as much as the Wales average of 4.18 per cent. The budget falling from £2,804,798 in 2011-12 to £2,726,300 in 2013-14. In addition, the Council underspent against its environmental health budget in 2011-12 by 17.9 per cent and by 4.88 per cent in 2012 13.

56   The number of staff employed by the Council to deliver environmental health services fell from 57 full time equivalents in 2011-12, to 55.3 in 2013-14. The Council has seen a fall of 25 per cent in the number of Managers/Team leaders, whilst the number of qualified Environmental Health Officers has increased by almost 10 per cent.

57   In most environmental health areas the Council is delivering services that are above minimum standard. Overall, the Council is delivering:

a   47.5 per cent of environmental health services to the highest standard compared to an Wales average of 37 per cent;

b   34.2 per cent assessed as being delivered to a good standard compared to an all Wales average of 30 per cent;

c   13.3 per cent at the minimum standard of service set compared to an all Wales average of 22 per cent; and

d   five per cent below the minimum standard (or the standard is not measured by the Council) compared to an all Wales average of 11 per cent.

The Council has reinforced its commitment to respond positively to the needs of Welsh speakers by strengthening the Welsh language service provided

58   The role of the Welsh Language Commissioner (WLC) was created by the Welsh Language (Wales) Measure 2011. It is expected that new powers to impose standards on organisations will come into force through subordinate legislation by at the end of 2014. Until that time, the WLC will continue to review Welsh language schemes by virtue of powers inherited under the Welsh Language Act 1993, and will enforce standards by investigating statutory complaints, making decisions on statutory investigations, maintaining a register of enforcement action, and imposing civil penalties when appropriate.

59   The WLC works with all councils in Wales to inspect and advise on the implementation of language schemes. It is the responsibility of councils to provide services to the public in Welsh in accordance with the commitments in their language schemes. Every council is committed to providing an annual monitoring report to the Welsh Language Commissioner outlining its performance in implementing the language scheme. The Welsh Language Commissioner analyses every monitoring report, provides a formal response and collects further information as required.

60   A partial profile of the language skills of the workforce was created as a consequence of conducting staff equality survey. A draft Linguistic Skills Framework has been agreed, however, the Authority decided to delay its adoption until the Welsh Language Standards have been introduced. The Equality Committee visited frontline workplaces, and noted that steps should be taken in order to strengthen the Welsh language service provided. This highlighted the need to provide basic language training for front-line staff, but little progress was made during the year. The Authority intends to introduce a new bilingual version of its public website by the autumn of 2014. The Council reinforced its commitment to respond positively to the needs of Welsh speakers with the launch of Swansea Standard, a list of the values adopted by the organisation to ensure that customers receive the best possible service possible.

The Council has a strong track record of managing its budget and has established comprehensive arrangements for managing the financial challenges it faces in the future

The Council has robust strategic financial planning arrangements but early scrutiny involvement has been limited

61   In 2013-14 the Council's gross revenue expenditure was £558,283,000. The Council is implementing a range of actions across all services to achieve a target of £26.2 million savings in 2014-15. Our survey of senior managers and members found that over 95 per cent of respondents strongly agreed or agreed that they were clear about the overall financial position of the Council. The Council is planning to achieve further savings of £21 million in 2015-16.

62   The financial challenges facing the Council are set to continue. In February 2015 the up-dated medium term financial plan (MTFP) estimated that future financial reductions, combined with increasing service pressures and demand, will require further savings totalling £86 million over the three financial years ending in 2018-19.

63   The MTFP provides the Council with a context for future decision making when it sets its annual budget and council tax. Sustainable Swansea provides the strategy and framework by which the Council intends to achieve the necessary savings and improve the means by which the Council is able to evaluate current delivery and explore options for alternatives in the future.

64   The MTFP also highlights the need for a clear focus on the remaining total budget of £737 million to ensure that expenditure is clearly directed towards achievement of the Councils' priorities and that expectations of services and relative priorities are clearly stated. This need is reflected in the MTFP by the inclusion of budget principles and service budget priorities.

65   The Council's **Corporate Improvement Plan 2013-2017** provides its overall vision and aims. The link between this and **Sustainable Swansea** is somewhat unclear, which the Council intends to strengthen with the development of the 2015-16 Corporate Plan. It acknowledges that further improvements should be made to strengthen links between key strategies.

66   Financial planning is led by the Budget Review Steering Group and formalised departmental meetings. This structure supports the 'Sustainable Swansea' programme. A Strategic Finance team is now also in place to focus on financial planning and to work with directorates to develop work programmes to achieve the level of savings needed. A more collaborative approach to financial planning is developing whereby finance officers are working with services rather than it being purely a central finance function. However, the involvement of scrutiny in financial planning has been limited to date and the Council recognises this as a function to be improved for 2015-16.

The Council has a track record of balancing its budget and is refining its arrangements for reviewing delivery of planned savings

67   Since 2011-12 the Council achieved its savings targets. This has been through arrangements that identified the overall sum required and managed delivery of savings within its overall budget. In each of these years, service budgets were supported if necessary, by using a contingency fund to manage service overspends. This use of the contingency fund was planned and predicted in order to address volatility of spend in certain service areas, such as in Looked After Children (LAC). For 2014-15 the Council allocated an increased budget to those services that had 'overspent' in the past in order to emphasise the responsibility of individual services for the management of their expenditure. This service based increase was made available by reallocating the amount that had been previously held in the contingency fund.

68   Further improvements to ensure savings are secured in relation to specific proposals have been made through the introduction of a savings 'tracking' tool for 2014-15. This focuses on implementation of specific savings decisions (rather than simply identifying if a sum of money has been saved) and aims to record both the level of savings that have been realised during the year, and to help forecast the level of savings that are expected to be achieved in the remainder of the year.

The Council has a savings strategy based upon realistic assumptions of what can be achieved in the short, medium and longer term

69   Through Sustainable Swansea, the Council is committed to changing the design and delivery of services and to a fundamentally different approach to demand management and early intervention. The Council recognises that achieving savings as a result of this approach will take time and significant savings from some of these work streams will not be realised until later years. Consequently, the majority of the savings in the current year 2014-15 and next year 2015-16 will continue to be from efficiency savings.

70   The Sustainable Swansea delivery programme has four work streams:

a   Efficiency; aiming to ensure services are as efficient as they can be before services are cut. With a timeline for implementation over the next one to three years.

b   New models of delivery; moving to other models of delivery which can provide better outcomes and/or cheaper costs. With a timeline for implementation over the next two to five years.

c   Prevention; investing in early intervention and demand management to reduce costs and achieve better outcomes. With a timeline for implementation over the next three to 10 years.

d   Stopping services; Ending the provision of services that are not core purpose or do not deliver worthwhile outcomes. With a timeline for implementation over the next one to three years.

71   The work streams are supported by 14 'delivery strands' and planned savings arising from these activities are estimated over a three year period having regard to the relative ease or difficulty in implementing change.

72   The Council is investing in service transformation and has set up a fund of £1.7 million to support service redesign and change costs. The Executive Board has agreed a number of proposals to support the change process by funding work stream secondments, temporarily filling posts of people re-deployed and providing short term additional capacity.

The introduction of revised financial monitoring tools has improved risk management by highlighting threats to the achievement of savings plans

73   The Council has clear proposals in place to meet the majority of its savings targets 2014-15 and is taking appropriate steps to deliver them. The implementation of the savings 'tracking tool' has identified those elements of the savings plan that will not be achieved in 2014-15. Compensating plans have been put in place and the application of this new monitoring arrangement has highlighted the level of risk associated with the overall achievement of specific savings plans which will assist future risk management.

74   During 2014-15, the Council undertook a review of other savings options. Heads of Service were required to identify additional options which could potentially reduce budgets by 20 per cent, in order to achieve an overall target of £75 million in savings over the next three years. All services were involved, including 'protected' services in Schools and Education (15 per cent savings) and both Children's and Adults Social Care Services (15 per cent savings). Reducing the level of savings required from these other budgets means that Corporate Services and the Place Directorate will need to save around 50 per cent of their controllable budgets to meet the overall target.

A new ICT strategy has been adopted which provides a framework for the future and an assessment of the resource required to drive implementation is underway

75   The Council recognises that ICT is a key element for supporting the delivery of 'Sustainable Swansea' and at the time of our assessment was in the process of establishing new 'in-house' arrangements for the support and development of ICT functions.

76   An ICT strategy for 2014-2019 was adopted in September 2014 which together with a business operating model for 2016-2018 provides a framework for the future. The strategy has the potential to support improvement and an implementation plan is being developed to support delivery.

77   Savings at service level to date have involved 20 per cent reduction of the IT revenue budget from £10.05 million in 2012-13 to £7.8 million in 2014-15. Savings have been achieved through rationalising IT contracts, replacing an ageing IT infrastructure and through voluntary severance of employment. The number of staff involved in the service has reduced from 68 staff in 2012-13 to 53 in 2014-15. Further staff reductions are scheduled during 2015-16 to meet savings targets.

The Human Resource Strategy provides a framework for people management but is inconsistently applied at service level

The Human Resource and Workforce Strategy recognises the need for effective workforce management but workforce planning is not yet consistently integrated into service business plans

78 The Council's **Human Resource and Workforce Strategy** (the Strategy) 2013–2017 was updated in October 2014. The Strategy intends 'to transform people performance in Swansea and enable the organisation to manage change effectively and align its Strategies and Plans to workforce management and planning activities'.

79 A key aim of the Strategy is to ensure that the Council 'has the right people, in the right place at the right time'. The intent is to enable managers to establish 'effective workforce and succession planning' and to develop managers who are 'confident and capable … who enable and support their teams through effective, safe and healthy workforce management practices'. The strategy also aims to support and motivate employees by ensuring they understand 'where they fit in the wider organisation and delivering improved services'.

80 Since 2008 the Council has been developing arrangements to support managers to improve workforce and succession planning. However, progress has been slow and workforce planning activities are not yet integrated in all service plans. Activity to date has focused on the provision of guidance, a tool kit, a template and data to enable managers to analyse the gender and age profile of the workforce within a service area and integrate with annual business planning. Service Business Planning Guidance for 2015-16 expects all services to include workforce planning as one of four key principles although current Plans show inconsistency in adhering to guidance.

A new appraisal process based on appropriate competencies has been adopted but the Council lacks efficient means to readily determine if appraisals are being carried out effectively

81 A new competency based appraisal system came into force in April 2013 and is currently being implemented within the Council. Appropriate key competencies have been adopted that are related to jobs, pay and reward and promote the behaviours required from staff and managers. The Council is also integrating 'change competencies' into appraisal framework.

82 A **Managing Employee Performance** policy was developed in October 2013 and at the time of this assessment training was being provided to managers. This policy has features of good practice and has the potential to support managers to more effectively identify and manage poor or under performance.

83   The Council lacks a corporate ICT system that enables it to take an overview of the effectiveness of appraisal activity. Systems vary across services and the Council is dependent upon manual systems to bring together management information. The Council does not undertake monitoring or quality sampling of completed appraisals and is unable to readily undertake any quality control or identify those managers who may have development needs in this area.

84   Generally the transition from manual to electronic transactional activity for human resources functions has been slow, with online payslips and expenses being implemented but timesheets and annual leave recording still being dependent upon manual systems.

Overall levels of sickness absence have been reducing since 2011-12

85   The Council has developed a **Corporate Health, Safety and Well Being Action plan 2013-2016**, which contains advice and support designed to manage sickness absence and improve staff well-being. The Council has set a target to reduce long term sickness absence by 10 per cent against 2013-14 levels and Heads of Service are expected to incorporate sickness absence into their business plans 2014-2016.

86   Since 2011-12 the number of working days lost due to sickness absence has fallen from 11.55 days to 8.79 days per full time equivalent staff.

Asset management arrangements are aligned with the delivery of the Council's change strategy but service business plans are not consistently incorporating property asset commitments and requirements

87   The Council has an Asset Management Plan covering the period 2013–2017 (the Plan) which shows the Council owns major land and buildings valued at approximately £600 million. The Plan stresses the need to dispose of property, generate capital receipts and provide suitable accommodation but it does not reflect upon the costs of maintaining such a large property portfolio and whether this aligns with new Council priorities and represents value for money.

88   Assets form one of the delivery strands within the 'Efficiency' work stream of Sustainable Swansea. Activities of the Corporate Building and Property Service are integrated within Sustainable Swansea, for example considering the impact of agile working on the Council's property needs, and Area Reviews including the Community Transfer of assets.

89   Services are expected to identify their asset requirements as part of their service business planning process. Good practice would expect inclusion of key land and buildings details currently used by each service; future land and buildings requirements; and other issues such as maintenance costs and access. The service business plans we reviewed had little if any reference to property assets.

90   Property performance is reported in different formats at different times of the year such as:

    a   progress reports on asset strands of Sustainable Swansea to the Efficiency Board;

    b   provision of a high level balanced score card on service performance to the Place, Performance and Financial Monitoring Panel;

    c   high level performance information on capital programme and land and property disposal target achievements to Budget Review Steering Group;

    d   information reports to the Accommodation and Asset Management Working groups; and

    e   for the Council's Executive when a decision regarding the Property Portfolio is required.

91   The estimated total backlog maintenance costs now stands at £268 million and has reduced from over £360 million. The Council has achieved a 35 per cent reduction over and above inflationary increases. This positive impact of the Council's Property Strategy on property condition has not been reported to Cabinet in the last year and is not reflected in standard quarterly reporting.

Proposals for improvement

Proposals for Improvement
P4   Ensure service business plans consistently incorporate workforce and asset management requirements as expected in corporate guidance.

Appendices

Appendix 1 – Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake an annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. This requirement covers local councils, national parks, and fire and rescue authorities.

This report has been produced by staff of the Wales Audit Office on behalf of the Auditor General to discharge his duties under section 24 of the Measure. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether, as a result of his improvement plan audit under section 17, he believes that the authority has discharged its improvement planning duties under section 15.

Improvement authorities are under a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'. Improvement authorities are defined as local councils, national parks, and fire and rescue authorities.

The annual improvement assessment is the main piece of work that enables the Auditor General to fulfil his duties. The improvement assessment is a forward-looking assessment of an authority's likelihood to comply with its duty to make arrangements to secure continuous improvement. It also includes a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority's track record of improvement. The Auditor General will summarise his audit and assessment work in a published Annual Improvement Report for each authority (under section 24).

The Auditor General may also in some circumstances carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

Appendix 2 – Certificate of compliance

Audit of City and County of Swansea's 2014-15 Improvement Plan

Certificate

I certify that I have audited the City and County of Swansea's (the Council) Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to prepare and publish an Improvement Plan describing its plans to discharge its duties to:

a   make arrangements to secure continuous improvement in the exercise of its functions;

b   make arrangements to secure achievement of its improvement objectives; and

c   make arrangements to exercise its functions so that any performance standard specified by Welsh Ministers is met.

The Measure requires the Council to publish its Improvement Plan as soon as is reasonably practicable after the start of the financial year to which it relates, or after such other date as Welsh Ministers may specify by order.

The Council is responsible for preparing the Improvement Plan and for the information set out within it. The Measure requires that the Council has regard to guidance issued by Welsh Ministers in preparing and publishing its plan.

As the Council's auditor, I am required under sections 17 and 19 of the Measure to carry out an audit of the Improvement Plan, to certify that I have done so, and to report whether I believe that the Council has discharged its duties to prepare and publish an Improvement Plan in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the Improvement Plan audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information, or whether the Improvement Plan published by the Council can be achieved. Other assessment work that I will undertake under section 18 of the Measure will examine these issues. My audit of the Council's Improvement Plan, therefore, comprised a review of the plan to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the plan complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing its plan.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Huw Vaughan Thomas
Auditor General For Wales

CC: Lesley Griffiths, Minister for Local Government and Government Business

        Huw Lloyd Jones, Manager

        Helen Keatley, Performance Audit Lead

Audit of the City and County of Swansea's assessment of 2013-14 performance

Certificate

I certify that I have audited City and County of Swansea's (the Council) assessment of its performance in 2013-14 in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has discharged its duties under sections 15(2), (3), (8) and (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to annually publish an assessment which describes its performance:

a   in discharging its duty to make arrangements to secure continuous improvement in the exercise of its functions;

b   in meeting the improvement objectives it has set itself;

c   by reference to performance indicators specified by Welsh Ministers, and self-imposed performance indicators; and

d   in meeting any performance standards specified by Welsh Ministers, and self-imposed performance standards.

The Measure requires the Council to publish its assessment before 31 October in the financial year following that to which the information relates, or by any other such date as Welsh Ministers may specify by order.

The Measure requires that the Council has regard to guidance issued by Welsh Ministers in publishing its assessment.

As the Council's auditor, I am required under sections 17 and 19 of the Measure to carry out an audit to determine whether the Council has discharged its duty to publish an assessment of performance, to certify that I have done so, and to report whether I believe that the Council has discharged its duties in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information. Other assessment work that I will undertake under section 18 of the Measure may examine these issues. My audit of the Council's assessment of performance, therefore, comprised a review of the Council's publication to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the assessment complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing it.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Huw Vaughan Thomas
Auditor General for Wales

CC: Leighton Andrews, Minister for Public Services

        Steve Barry, Manager

        Samantha Spruce, Performance Audit Lead

Appendix 3 – Annual Audit Letter

Councillor Rob Stewart – Leader

City and County of Swansea
Civic Centre
Oystermouth Road
Swansea
SA1 3SN

Dear Councillor Stewart

Annual Audit Letter – City and County of Swansea 2013-14

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting and use of resources

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;

- maintain proper accounting records;

- prepare a Statement of Accounts in accordance with relevant requirements; and

- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:
- provide an audit opinion on the accounting statements;

- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and

- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This code is based on International Financial Reporting Standards. On 30 September 2014, I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Council's and the Pension Fund's financial position and transactions. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were reported to members of the Audit Committee in my Audit of Financial Statements report on 17 September 2014, and a more detailed report will follow in due course.

I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed as part of the Improvement Assessment under the Local Government (Wales) Measure 2009. The Auditor General will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made when he publishes his Annual Improvement Report.

The Council is continuing to improve its financial management arrangements so that it is able to address the financial challenges ahead.

The Auditor General is currently conducting a Corporate Assessment of the Council and our findings will be shared with management in due course.

I have not yet issued a certificate confirming that the audit of the accounts has been completed

When I issued my audit opinion, on 30 September 2014, I was not able to issue a certificate confirming that the audit of the accounts had been completed because the Pension Fund's Annual Report had not been finalised. On 26 November 2014, I issued an unqualified opinion with regard to the consistency of the accounting statements with the Pension Fund's Annual Report.

A certificate confirming that the audit of accounts has been completed is to be issued following the Council's approval of the accounting statements, in accordance with regulation 11 of the Accounts and Audit (Wales) regulations.

My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2014-15 accounts or key financial systems

My annual grant report for 2012-13 confirmed that 44 grant claims were certified by PwC. Of those 16 were unqualified without amendment, 15 claims were amended following our audit, seven claims were certified with a qualification and six claims were amended and qualified. A detailed report on my grant certification work for 2013-14 will follow in March 2015 once this year's programme of certification work is complete.

The financial audit fee for 2013-14 is currently expected to be in line with the agreed fee set out in our report to Cabinet on 23 September 2014.

Yours sincerely

Kevin Williams (PwC)

For and on behalf of the Appointed Auditor
Cc Mr Jack Straw – Chief Executive

Wales Audit Office

24 Cathedral Road

Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: info@audit.wales

Website: www.audit.wales

Swyddfa Archwilio Cymru

24 Heol y Gadeirlan

Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn Testun: 029 2032 0660

E-bost: post@archwilio.cymru

Gwefan: www.archwilio.cymru

Report of the Cabinet Member for Transformation and Performance

Council – 23 July 2015

**SUSTAINABLE SWANSEA – FIT FOR THE FUTURE:
DELIVERY PROGRAMME REVIEW**

Purpose:	To revise the Delivery Programme for the *Sustainable Swansea – fit for the future* strategy following a review of progress so far and the changes required to address the targets contained in the Medium Term Financial Plan
Policy Framework:	*Sustainable Swansea – fit for the future* Medium Term Financial Plan and Budget
Reason for Decision:	To seek Cabinet approval for the revised Delivery Programme for *Sustainable Swansea*
Consultation:	Cabinet Members, Executive Board, Legal, Finance, Access to Services Team
Recommendation(s):	It is recommended that Council:

1. Approves the revised Delivery Programme for *Sustainable Swansea – fit for the future* as set out in the Appendix to this report.

Report Authors:	Dean Taylor Executive Board
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins

1.0   Introduction

1.1   This report contains proposals from the Executive Board to revise the Delivery Programme for the Council's *Sustainable Swansea – fit for the future* strategy following a review of progress and developments over the past last year.

1.2   The review report covers:

- **Background to the Review**… review objectives and how the review was undertaken

- **Sustainable Swansea Strategy**… conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams
- **Delivery Strands Achievements**… a summary of what we have achieved so far for each of the 14 Delivery Strands
- **Future Delivery Strands**… proposals for the future Delivery Strands, including an estimate of savings across the next 3 years
- **Delivery and Resourcing**… an overview of delivery and a statement of resources allocated to the Programme, what these will achieve and how they will be deployed, including the development of Service Delivery Plans
- **Governance**… changes to the governance arrangements for *Sustainable Swansea*
- **Communications**… proposals for future internal and external communication and engagement on the programme
- **Risks and Issues**… statement of the top risks and issues and how these will be managed and addressed

1.3   It is proposed that, following Cabinet approval, a summary of the paper is reported to Council.

2.0   Background

2.1   *Sustainable Swansea – fit for the future* was approved by Cabinet on 15 October 2013 and was subsequently reported to Council on 22 October 2013. The first Delivery Programme was approved by Cabinet on 29 July 2014. Strategic savings targets for the Programme are contained within the Medium Term Financial Plan (MTFP) approved by Council on 24 February 2015.

2.2   Work has taken place since February 2015 to update the Delivery Programme. The review has addressed two key areas:

- **Savings**… the allocation of the additional savings across the Programme to meet the three year £80m target in the MTFP
- **Delivery**… what we have achieved so far and the future shape of the programme and the 4 Workstreams

2.3   The **Appendix** to this report (and its own Appendices) set out the conclusions of the review and proposals for a revised Delivery Programme.

2.4   This covering report provides a summary of each section.

3.0   Sustainable Swansea Objectives

3.1   The scale of the financial, demographic and sustainability challenges requires the Council to adopt a radically different approach to previous years. An approach that focuses on:

- *The core future purpose of the Council*
- *The transformation of services and the model of delivery*
- *Greater collaboration with other councils and local organisations, community groups and residents*
- *And, above all, sustainable solutions with prevention at its heart*

This ambition is set out in *Sustainable Swansea – fit for the future*. The Strategy is underpinned by our work on Innovation.

3.2 The conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams are as follows:

- *The strategic aims should remain unchanged*
- *No changes are proposed to the 4 Workstreams*
- *Further work is undertaken to embed TASS, LAC and the Schools strategy as part of the Prevention Workstream Delivery Strands*
- *Each Head of Service should produce local actions to support the Change Plan "Working Together, Working Differently*

4.0   Delivery Strands Achievements

4.1 This report summarises what we have achieved so far overall and for each of the 14 Delivery Strands. A number of changes are proposed to the Delivery Strands (the revised *Sustainable Swansea* Programme is illustrated in **Appendix H** of the report).

4.2 The overall picture described is where we might expect to be, given the maturity of the Programme and the transition from a "siloed" based approach to budget cuts to a strategic and cross Council approach. We have achieved a great deal but there are significant challenges ahead that we now need to address.

4.3 The conclusion of the review is that we need to focus a significant amount of our time and resources on three key areas that are vital to securing long term change and savings:

- Commercialism
- Commissioning
- Prevention

5.0   Future Delivery Strands

5.1 The review of the Delivery Programme has assured and produced a range of new savings proposals that will help to address the financial challenge.

5.2 The current assessment (bearing in mind the caveats and risks mentioned in the report and that the Council's MTFP forecast will change year on year) shows an estimated gap of £2.587m in 2016/17 and a gap of £6.367m in 2018/19.

5.3   We need to undertake further work quickly to get to the position where savings targets are set for **all** Delivery Strands and to undertake further assurance and delivery planning to address the MTFP shortfall. We have engaged external support to help us to assess the size of the opportunity in Prevention and to provide further assurance based on evidence from elsewhere.

5.4   The projects in the Programme will inevitably require difficult decisions. If the Programme does not deliver, or the options produced are not accepted, Cabinet will need to consider further action in year to deliver a balanced medium term budget.

6.0   Delivery and Resources

6.1   The report provides an overview of delivery and a statement of the resources allocated to the Programme, what these will achieve and how they will be deployed, including the development of Service Delivery Plans

6.2   The additional resources agreed for *Sustainable Swansea* and the targeted use of external support are intended to address historical delivery problems and to build our capability to deliver.

6.3   Service Delivery Plans are intended to be a more productive way of delivering *Sustainable Swansea* as part our commitment to "*working together, working differently*". Work will start on these now.

7.0   Governance

7.1   Governance arrangements have worked as intended and, consequently, few changes are considered to be necessary. The governance chart has been updated to reflect the proposed changes to the strands.

8.0   Engagement

8.1   We will build on our engagement so far with residents with a greater focus on:

- *What the Council will stop doing – with clear "stories" about why this is necessary and what this will mean for you*
- *Our future relationship with residents – helping you to help yourself*
- *Behaviour change – targeted social marketing to support demand management priorities*

8.2   We will engage employees in manager led conversations about the major changes facing the Council (including the Swansea Story, Corporate Plan, Future Council), within the context of the local service changes.

9.0   Risks

9.1   The report sets out the top risks and an action plan to address the key issues identified as part of the Delivery Programme Review.

10.0   Equality and Engagement Implications

10.1   The Equality Impact Assessment (EIA) process was used as part of the initial engagement on *Sustainable Swansea* and the budget process for 2015/16 (we have undertaken budget EIAs since 2011).

10.2   The EIA process will be used to assess the impact of particular proposals in the Delivery Programme. Some proposals will also require specific consultation exercises. The results of both will be reported to Cabinet before decisions are made.

11.0   Financial Implications

11.1   The Programme Review builds on the MTFP 2015/16–2017/18, approved by Council on 24 February 2015.

11.2   The MTFP includes three year savings targets by Directorate and by *Sustainable Swansea* Workstream (section 2 of the Appendix) to meet the estimated £80m savings requirement.

11.3   The review proposes the allocation of the strategic level Workstreams savings to specific Delivery Strands and Projects on the basis of a **target to aim for.**

11.4   The comparison between existing planned MTFP savings and the additional proposals in the Delivery Programme against the budget gap in the MTFP is as follows:

	Estimated Savings £000 (Cumulative Totals)		
	16/17	**17/18**	**18/19**
Planned MTFP Savings	12,772	20,554	20,554
Additional Savings	19,735	39,999	58,169
MTFP Requirement	35,094	58,214	85,090
Gap	2,587	(2,339)	6,367

11.5   Further work will be undertaken quickly to get to the position where savings targets are set for **all** Delivery Strands and to undertake further assurance and delivery planning to address the MTFP shortfall. External support will be used to assess the size of the opportunity in Prevention and to provide further assurance based on evidence from elsewhere.

11.6   The financial forecast is expected to change during the course of the year as a result of both UK and Welsh Government budget announcements. An update will be provided to Cabinet and Council in October/November as part of the Mid-term Budget Statement.

11.7   The additional resources for delivery will be met from the Transformation Fund.

12.0   Legal Implications

12.1   There are no specific legal implications arising from this report.   Any collateral issues will be addressed if Cabinet approves this Delivery Programme and it is then put into effect.

Background Papers: None

Appendices: Appendix – *Sustainable Swansea – fit for the future*: Delivery Programme

SUSTAINABLE SWANSEA – FIT FOR THE FUTURE

DELIVERY PROGRAMME REVIEW

1   PURPOSE

This paper sets out the conclusions from the review of the Sustainable Swansea Delivery Programme.

It covers:

- **Background to the Review**… review objectives and how we did it
- **Sustainable Swansea Strategy**… conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams
- **Delivery Strands Achievements**… a summary of what we have achieved so far for each of the 14 Delivery Strands
- **Future Delivery Strands**… proposals for the future Delivery Strands, including an estimate of savings across the next 3 years
- **Delivery and Resourcing**… an overview of delivery and a statement of resources allocated to the Programme, what these will achieve and how they will be deployed, including the development of Service Delivery Plans
- **Governance**… changes to the governance arrangements for *Sustainable Swansea*
- **Communications**… proposals for future internal and external communication and engagement on the programme
- **Risks and Issues**… statement of the top risks and issues and how these will be managed and addressed

APPENDICES

Appendix A – Change Plan (Extract)
Appendix B – Efficiency Workstream Assessment
Appendix C – New Models of Delivery Workstream Assessment
Appendix D – Prevention Workstream Assessment
Appendix E – Stopping Services Workstream Assessment
Appendix F – Resourcing Statement
Appendix G – *Sustainable Swansea* Governance Structure
Appendix H – *Sustainable Swansea* Revised Programme

2   BACKGROUND

This section sets out why the review was required, the issues addressed as agreed by the Executive Board and the review process.

2.1   Why a Review is Required

The *Sustainable Swansea* Delivery Programme was agreed by Cabinet on 29 July 2014 following a major review of the Workstreams and the projects to be included, with extensive engagement of managers and staff.

The overall aims and objectives of *Sustainable Swansea* are unlikely to change in the medium term, **but** they do need to be evaluated and reviewed in the light of new information and the changing internal and external environment.

The Delivery Programme also needs to be updated regularly and the Executive Board agreed in February 2015 that a review was required because of:

- *the increased scale of the savings that we need to make*
- *the lack of time we have to achieve this*
- *the evident lack of traction and ownership in some areas*
- *the risk that agreed projects will be changed or deferred, without appropriate governance*
- *new knowledge / information as the programme progresses*

2.2   Issues Addressed in the Review

The review has addressed two key issues:

- **Savings**… the allocation of the additional savings across the Programme to meet the three year £80m target in the Medium Term Financial Plan (MTFP)
- **Delivery**… what we have achieved so far and the future shape of the programme and the 4 Workstreams

For completeness, the review has also addressed the following:

- **Resourcing**… the internal and external resources required to deliver the Programme, what these will achieve and how they will be deployed
- **Governance**… any changes required to the governance arrangements for *Sustainable Swansea*
- **Communications**… proposals for future internal and external communication and engagement on the programme
- **Risks and Issues**… assessment of the top risks and issues and how these will be managed and addressed

2.3   Savings

The fundamental issue to be addressed is the allocation of the additional savings to meet the three year £80m target. The MTFP approved by Council in February 2015 includes the following two tables, showing the savings by Directorate (total):

Service	Current Budget £m	Percentage Reduction/Increase over 3 Years	Amount Realised £m
Schools & Education	159.5	-15	-23.9
Social Care – Child & Families	39.1	-15	-5.9
Social Care- Adults	65.6	-20	-13.1
Poverty & Prevention*	3.5	+5	+0.2
Place	54.0	-50	-26.5
Corporate Services	25.1	-50	-12.5
Total	346.8m		-81.7m

And by Workstream, taking into account approximately £20m of future Directorate specific savings:

Indicative potential* Workstream targets					
			2016/17	2017/18	2018/19
	Workstream		£'000	£'000	£'000
	Efficiency		5	10	15
	New Models of Delivery		10	20	30
	Prevention		2	6	8
	Stopping services		3	6	9
			20	42	62

This is a strategic assessment to support medium term planning and to provide the basis of more detailed work

The review proposes the allocation of the strategic level Workstreams savings to specific Delivery Strands and Projects on the basis of a **TARGET TO AIM FOR.**

2.4 Delivery

The review has addressed what the Programme has achieved so far and the issues to address for future delivery, as set out in the table below:

ISSUES	QUESTIONS TO ADDRESS
Workstreams/ Strands	Are any changes needed to the existing Workstreams/Strands eg: should any strands be dropped, moved into business as usual, or aligned differently?
Integration with other change	Have we fully integrated other major elements of work that are still perceived to be (or may actually be) separate to Sustainable Swansea?
Gaps	Are there any obvious gaps in the Programme eg learning from what others are doing?
Achievements	What has been achieved by each of the 14 Delivery Strands so far ie: what savings or other benefits have been delivered?
Projects	Do we have the right projects that will deliver the required transformational change and savings in the time available?
Programme Management	Have we got sufficient assurance that we have the right programme management arrangements in place ie: robust and credible delivery plans, the necessary resources, timely monitoring and appropriate governance?
Commitment to Deliver	Perhaps most importantly, are we confident about organisational commitment, whole council working and barriers to delivery?

2.5 Review Process

The following process was adopted for the review of the Delivery Programme:

FEBRUARY/MARCH
Programme Managers stocktake with Sponsors and Strand Leads

MARCH
External Challenge and Input (IESE)

MARCH/APRIL
Produce new Delivery Programme
with engagement

MAY/JUNE
Executive Board and Cabinet Approval

3   Sustainable Swansea Strategy

This section sets out conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams

3.1   Strategic Aims

Sustainable Swansea is our long term plan for change. As well as looking at priorities for the short and medium term, this programme is intended to set the longer term context for change, which will be further developed as a strategic and whole Council sustainable plan spanning the next 25 years (target 2040). The Programme is also a key enabler for us to deliver our Corporate Plan Priorities – this is reflected in the Executive Board's corporate scorecard.

The strategic aims of *Sustainable Swansea* are:

- *The core future purpose of the Council*
- *The transformation of services and the model of delivery*
- *Greater collaboration with other councils, local organisations, community groups and residents*
- *And, above all, sustainable solutions with prevention at its heart*

The conclusion of the Review is that **the strategic aims should remain unchanged** (together with the Strategic Framework, Budget Principles etc). This is evidenced by:

- The conclusions from the WLGA Peer Review and the WAO Corporate Assessment
- Feedback from external observers such as APSE, IESE, Gartner and PWC
- Evidence from recent reviews of how local authorities are tackling austerity and wider change eg: WAO Report "The Financial Resilience of Councils in Wales", NLGN "The Council and the Common: Local Government in 2020" and Deloitte "The State of the State 2014-15"

The challenge is delivery.

3.2   Sustainable Swansea Workstreams

The Review has considered whether any changes are needed to the existing Workstreams/Strands eg: should any strands be dropped, moved into business as usual, or aligned differently? Also, whether there any obvious gaps in the Programme.

The position in relation to the Delivery Strands, where some changes are proposed, is set out in Section 5.

The **current** 4 Workstreams and 14 Delivery Strands are shown below:

Sustainable Swansea - Workstreams and Delivery Strands		
Workstream	**Workstream Aim**	**Delivery Strands**
Efficiency (1/3 years)	*Demonstrating we are as efficient as we can be before services are cut*	• Continuous Improvement • Workforce • Support Services • Assets • Third Party spend • Income & Charging
New Models of Delivery (2/5 years)	*Moving to other models of delivery which can provide better outcomes and/or cheaper costs*	• Customer contact • Commissioning services • Collaboration • Community action
Prevention (3/10+ years)	*Investing in early intervention and demand management to reduce costs and achieve better outcomes*	• Demand management • Early intervention
Stopping Services (1/3 years)	*Stopping services that are not our core purpose, or don't deliver worthwhile outcomes*	• Council priorities • Future Council

In relation to the 4 Workstreams, **no changes are proposed** for the following reasons:

- As evidence by external views and research, the workstreams encapsulate what needs to be done
- We have spent some time engaging with employees, Members, residents and others about the approach and to change now would be counter productive
- The work in these areas is not yet finished

In addition, no obvious gaps have been identified (although some changes to the Strands are proposed, for example, to strengthen the focus on commercialism, see below).

That said, it is considered that we need to focus a significant amount of our time and resources on a smaller number of key areas (see section 5 below).

3.3 Integration with Other Change

One of the questions for the Review was: "*have we fully integrated other major elements of work that are still perceived to be (or may actually be) separate to Sustainable Swansea?"*

The conclusion is that, whilst we have mapped Directorate based initiatives and projects on to the four workstreams, we have not yet fully integrated some major change plans. Specifically:

- **Transforming Adult Social Care (TASS):** work was undertaken to illustrate how the TASS pillars relate to the Workstreams (which they do), but TASS remains a separate programme and is under review itself
- **Looked After Children (LAC) Strategy**: LAC projects are included in the Prevention Workstream, but the LAC aims need to be built into the Programme more explicitly with Children and Families work
- **Schools/Education**: building on the work to define "Sustainable Schools –fit for the future", the recent debate around the future of schools and the strategy group set up with Heads and Governors needs to align with the Programme

The challenge is to strike a balance between making strategic connections between *Sustainable Swansea* and major service change – particularly to capture the savings – and not seeking to manage all change via the Programme.

It is proposed that these major change initiatives are described as part of the Prevention Workstream Delivery Strands – albeit that elements of the change will also be delivered through Efficiency and New Models of Delivery.

We also need to ensure that we align *Sustainable Swansea* with:

- The Change Plan "*Working Together, Working Differently",* (see Appendix A), particularly how we communicate the relationship between the two; each Service Area to develop local actions alongside the overall change narrative
- The ICT change agenda, which is both an enabler for other Strands and an important programme in its own right (see section 5)

Executive Board may wish to confirm whether there are any other major changes that need to be better reflected within the Programme.

3.4 Summary

The conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams are as follows:

- *The strategic aims should remain unchanged*
- *No changes are proposed to the 4 Workstreams*
- *Further work is undertaken to embed TASS, LAC and the Schools strategy as part of the Prevention Workstream Delivery Strands*
- *Each Head of Service should produce local actions to support the Change Plan "Working Together, Working Differently*

4 Delivery Strands Achievements

This section provides a summary of what we have achieved so far for each of the 14 Delivery Strands

4.1 Context

As part of the Review, Workstream Sponsors, Strand Leads and Programme Managers have assessed what has been achieved so far. The framework for this being:

- *The Delivery Programme approved by Cabinet on 29 July 2014*
- *Achievements against each project within this*
- *Achievements being tangible ie: financial and/or other defined benefits*
- *For areas of non-delivery, what have been the barriers and what is the remedial action*
- *Recommendations for the future (which leads into section 5)*

4.2 Overall Assessment

Before looking at each Delivery Strand, it is worthwhile reflecting on what has been achieved, and the issues to address, across the Programme as a whole.

The initial focus of the *Sustainable Swansea* programme has been on:

- **Vision and Narrative**… describing what we are aiming to achieve and developing a narrative for this
- **Engagement**… communicating the vision and narrative and seeking views (residents, Members and employees) about this
- **Shaping the Programme**… getting ideas about the projects that we need to deliver within each Workstream and Strand and scoping these out
- **Resourcing the Programme**… understanding what we need to do to deliver the agreed projects and putting in place sponsor, leads and project management
- **Governance**… agreeing the processes and forums for overseeing delivery and resolving issues
- **Early Wins**… getting work going across the Strands to mobilise cross-Council working, establish confidence that we can achieve change and savings and build capacity for the challenges ahead

The Programme has already delivered, with specific service savings, around £16m in 2014/15, with an additional £17m planned for 2015/16.   And some things have gone well:

What has worked well	
Engagement	• Positively received by residents and employees • More open than previously about the challenge we face • Participation Cymru training delivered
Strategic View	• A platform for a much wider debate about the future • Links made to the Future of the Council
Programme Shape	• It captures the right things • It has coherence and logic • Other big projects are being aligned
Savings	• Around £16m in 2014/15 • Efficiency savings are easier to make – but only gets us so far
Redundancies	• Avoided compulsory redundancies in first round of cuts • But it hasn't helped the message
Funding for Change	• Transformation Fund: backfill, training provided • Community Development Fund: pump priming community action • Prevention Budget: innovative ideas/projects

But there are some challenges and risks that we now need to address:

Challenges and Risks	
Culture	• Silo target culture • Patches of "non-corporate behaviour" • Lack of personal responsibility in some areas • Coping with change and balancing business as usual with innovation
Ownership	• "It will go away" • "Someone else will fix it" • "Busy doing the day job"
Decisions	• Still not clear what is **not** a priority • Pace… we don't have time to debate this • Managing "opposition"… we are still winning hearts & minds
Resources	• Resources… releasing people from the day job is still a challenge

	• Skills/knowledge... there are gaps, which we are now addressing • Analysis… modelling, data, and evidence is a gap we must address
Delivery	• Managing inter-dependencies and the risk of "double counting" • Programming… we can't do everything at once • Benefits, outcomes and whole system change, not projects • Reporting… still too vague, needs to be sharp, direct and benefits driven • Balancing quicker efficiencies with preparing the ground for prevention

These are picked up further in Section 9 and will be addressed, in part, by the Change Plan "*Working Together, Working Differently*".

4.3 Efficiency Workstream

The assessment for each Delivery Strand in the Efficiency Workstream is summarised in **Appendix B** (there is also a detailed template for each Strand which underpins this summary).

The **executive summary** of this assessment is as follows:

Strand	Assessment – Achievements in 2014/15
Continuous Improvement	• Vanguard Training delivered; needs to be sustainable • 5 projects initiated, but only 3 on track • Strand yet to prove benefits from culture change and savings from elimination of waste • Continue
Workforce	• £4.8m savings delivered from management and other workforce reductions; still more to do • Less progress on "Workforce Fit for the Future" • Reducing the Pay Bill proposals deferred by Cabinet • Continue: some existing projects to be BAU
Support Services	• New model for business support agreed; some savings delivered so far; focus on delivery to be maintained • Slow progress on other areas of corporate support services • ICT related changes need a new focus • Merge with Workforce: some projects BAU
Assets	• Accommodation Plan on track; savings of £295k delivered • Continue: merge some projects

Income, Trading and Charging	• Charging: slow progress but additional income of £1.1m agreed for 2015/16; more in the pipeline • Trading: little progress (projects agreed for 2015/16) • Income: £205k income from Sponsorship & Advertising; more in the pipeline • Continue: new commercialism focus
Third Party Spend	• Mixed progress with Category Hubs and ownership of savings plans • Savings of £1.1m in 2014/15, but only take from budgets from 2015/16 • Continue: new commercialism focus

Overall for the Efficiency Workstream:

- Delivery of savings where this was mandated or ownership was secured
- Some resistance to putting forward proposals, also some double counting issues
- Overall Efficiency still has a significant part to play in the medium term
- Key areas for focus:
  o Management delayering
  o Reducing the Pay bill
  o Workforce planning and development
  o Commercialism

4.4 New Models of Delivery Workstream

The assessment for each Delivery Strand in the New Models of Delivery Workstream is summarised in **Appendix C** (there is also a detailed template for each Strand).

Strand	Assessment – Achievements in 2014/15
Customer Contact	• New model/scope and process of review produced for consultation with Heads of Service • Baseline data & 'as is' picture of service provision across high demand areas captured • Review of failure demand in areas of high telephony demand • New website launched • New online form system implemented • All existing online forms replaced & new services/forms introduced • Civica health check completed & upgrade/training on e-returns being rolled out • Contact Centre configuration & service review completed. • Implementation of 'queue busting', floor walkers & e-zone in Contact Centre • Automated call handling service implemented in Council Tax & Housing Benefits resulting in

	reduction of abandoned calls
Commissioning	• Commissioning Principles and Process developed and rolled out across Year 1 Reviews. • 5 out of the 7 Reviews have commenced and progressing to the Commissioning principles and process timelines. • 4 reviews achieved approval at the Stage 2 Gateway on the 19th May 15. • Business Support will be presenting to the next Gateway on the 16th June 15. • All Gateway review panels (Stage 2 and Stage 4) scheduled for 2015 (Tentative). • Waste Management Review on target to start in June 15, introductory workshop set up for the 27/05/15. Outcomes and Vision workshop is arranged for the 8th July 15.
Collaboration	• A Collaboration toolkit has been developed and needs to be rolled out across the Council • Collaboration is to be closed as a discreet strand but must maintain visibility as a way of working.
Community Action	• Agreement by Cabinet to lease Underhill park to Mumbles Community Association. • Lease of Bowls Greens to Clubs/Community Councils • Consultation has taken place with a range of clubs and organisations for self-management/leasing of playing fields/pitches to sports clubs • Set up a Friends of Parks Forum, consisting of around 30 groups with whom we are consulting on the transfer of management and facilities • Consultation completed on the revision of terms of existing licences with Community Centres and senior citizen pavilions to devolve building responsibility to community groups/committees

Overall for the New Models of Delivery Workstream:

- The first 4 commissioning reviews were given approval to proceed to Stage 3 and 4 of the Commissioning process on 19th May
- Clarity and decision on the Councils 'Gateway Criteria' for the Option Appraisal stage, confirm at Executive Board and Corporate Briefing
- A Collaboration toolkit has been developed and needs to be rolled out across the Council
- An APSE report has been commissioned regarding the review of depots/facilities which will inform the future review of Fleet management and the Transport function
- A briefing on Community Action – definition; models; cost benefits has been developed and existing savings are being reviewed

- A process for identifying; assessing; decision and delivery has been produced (including the opportunity to catch fall out from Commissioning Strand)
- Strand Lead to follow up with all HoS on identifying targets and new opportunities for Community Action
- Collaboration is to be closed as a discreet strand but must maintain visibility as a way of working.
- A Sustainable Swansea 3 year (whole Council) Strategy and delivery plan for Community action needs to be developed by Sept 2015
- Customer Contact: Dependent on approval of model of delivery by Heads of Service scope then to be presented to Executive Board for agreement (June)
- Customer Contact Services manager to be in post August 15
- There is an ongoing risk that Customer contact savings identified could also be captured by other service areas until the transfer of staff is completed
- Key areas for Focus
    - Appoint Customer Services manager by August.
    - Customer Contact: Consolidate customer services into a single managed function
    - Complete the first round of Commissioning reviews within the agreed timescales.
    - Review and agree Phase2 and Phase 3 reviews and consider opportunities for bringing forward specific reviews particularly where there may be key interdependencies
    - Commence forward planning for the second round of Commissioning reviews using Phase 1 review leads as mentors.

4.5   Prevention Workstream

The assessment for each Delivery Strand in the Prevention Workstream is summarised in **Appendix D** (there is also a detailed template for each Strand).

Strand	Assessment – Achievements in 2014/15
Early Intervention	- Prevention Budget - 10 projects have been initiated and are on track. Each project has delivery plans in place with clear outcomes to evaluate success measures. - Closer working between departments and teams to create efficiencies in services and resource – Education, Poverty & Prevention, Child and Family, and Adult Social Services. - A set of key principles has been achieved that any approach to provision of services in the future need to adhere to. - There is an outline of a pilot/proof of concept approach to test the partnerships, communication, processes, customers, performance and information within one area of the City & County of Swansea to inform the remodelling of support to vulnerable children, young people and their families.

	• There is a shared understanding of the key themes and intentions of this work e.g. Independent living for older people, safe LAC reduction, reducing young people who are NEET and at risk of being NEET, and supporting people at the right time, in the right way, at the earliest possible opportunity.
Demand Management	• Delivery plans in place across all 6 projects, incorporating measurement / KPIs and linking to financial outputs • Produced and published the Demand Management Knowledge Hub, Toolkit and Yammer discussion group • Developed a training and awareness session on demand management • Set-up (and continuing) a positive engagement with the Innovation Community. 'Food for Thought Sessions' scheduled • Demand Management has been incorporated into Service Business Planning under Customer in the Balanced Scorecard • Resource has been identified to capture demand across the organisation • Supported initial priority areas to deliver savings from (existing and new) Demand Management initiatives: Child & Family, Adult Social Care, and Waste & Recycling. Further areas to be identified • Waste and Recycling service has identified £100,000 (plus delivery costs) savings which will be realised over 12 months (this financial year) • Communications and marketing campaigns are in flight across the organisation for a number of demand management projects • Extensive external research and benchmarking undertaken, especially with those (few) organisations that have taken a corporate 'whole system' approach • External consultants, IESE, acting as critical friend alongside the Strand.

Overall for the Prevention Workstream:

• A specialist consultant from IESE is working with us on financial modelling to assess the savings/cost avoidance potential. This cost-benefit analysis will enable us to provide an indication of the social return on investment and potential savings as a result of the projects under the prevention work stream.

- Following agreement, work will commence on integrating the major change plans under this work stream e.g. TASS/Education/Well-being and supporting vulnerable children & families.
- An external company have been contracted to undertake an assessment of the Prevention Budget projects. They are currently analysing data to demonstrate success and will make recommendations where there are gaps to enable future measurements.
- Demand Management has a significant and cross-cutting part to play in the medium/long term. Understanding our organisation's demand will help to identify areas where demand can be shaped to reduce additional costs/ achieve financial savings.
- Six Projects have been initiated and are on track, which cover all aspects of demand management from understanding and analysing our demand, delivering informed interventions, to educating staff and the public, changing the Council's culture, and leading a whole system change with our partners
- Pace had slowed as the Strand required resources to gather demand data from across the organisation, and encourage, manage and monitor the impact of social change across communities and the Council. Resources have been identified and allocated to increase pace in this area
- Demand management supports the Council's Change Plan through:
  - o Training and awareness sessions
  - o Take-up of the online Knowledge Hub
  - o Embedding of behaviours through business planning and KPIs
  - o Ownership at all levels, i.e. staff, Councillor, and partner awareness of the principles and benefits of demand management.

4.6   Stopping Services Workstream

The assessment for each Delivery Strand in the Stopping Services Workstream is summarised in **Appendix E** (there is also a detailed template for each Strand).

The executive summary of this assessment is as follows:

Strand	Assessment – Achievements in 2014/15
Council Priorities	- Revised Corporate Plan approved - Continue: define a new relationship with residents
Future Council	- Employee engagement on "look and feel" of the Council has started, but is too patchy - Continue: define a new operating model

Overall for the Stopping Services Workstream:

- Some savings have been achieved as part of "stopping services" focus, but more work is needed on lower priority services
- Major challenges to engage employees about the Future Council
- Overall, Stopping Services sends out an honest message and still has a significant part to play in the medium term
- Key areas for focus:
  - o New relationship with residents

- o Employee engagement
- o New operating model

4.7 Summary

The overall picture described above is where we might expect to be, given the maturity of the Programme and the transition from a "siloed" based approach to budget cuts to a strategic and cross Council approach. We have achieved a great deal but there are significant challenges ahead that we need to address

It is now vital that:

- *we learn the lessons from what has worked and has not worked well so far*
- *we address the barriers to delivery, honestly and directly*
- *we build a future programme that we all have ownership and confidence in*

The conclusion of the review is that, whilst we should retain the 4 Workstreams as stated in Section 3, we need to focus a significant amount of our time and resources on a small number of key areas that are vital to securing long term change and savings. These are as follows:

- *Commercialism*
- *Commissioning*
- *Prevention*

A number of changes are proposed to the existing Delivery Strands as follows:

Workstream	Change Proposed to Delivery Strands
Efficiency	• Remaining Support Services projects combined with Workforce • New strand on Commercialism, incorporating third party spend, income, charging and trading • New Strand on Modernising ICT
New Models of Delivery	• Collaboration ceases as a strand, but needs to be seen as a way of delivering outcomes via commissioning reviews
Prevention	• Early intervention replaced with 4 specific "client based" strands
Stopping Services	• No change

The revised *Sustainable Swansea* Programme is illustrated in **Appendix H.**

5   Future Delivery Strands

This section sets out proposals for the future Delivery Strands, including estimate of savings across the next 3 years

5.1   Context

Following on from the Delivery Strand assessment, Workstream Sponsors, Strand Leads and Programme Managers have made proposals for the future shape of the Workstream, including savings. The framework for this being:

- *The MTFP approved by Council on 21 February 2015, which sets out the strategic savings requirement by Directorate and Workstream (see Section 2)*
- *The existing workstream commitment to deliver £3m in the 2015/16 budget through Third Party Spend (£1.75m) and assets (£1.25m)*
- *The lessons from the assessment of delivery so far ie: do we still have an opportunity, what more can we deliver, what are the alternatives*
- *Resources to deliver (which leads into section 6)*

5.2   Overall Assessment

The review has not produced, in all areas, a clear set of proposals for the level of savings that could be achieved at this stage. The reasons for this vary between the Workstreams, but the overall narrative can be summarised as follows:

- *Lack of clarity at this stage about the "plan" that is needed to deliver savings (eg: customer contact)*
- *Lack of ownership of projects linked to savings (eg: third party spend)*
- *Reluctance to commit to a target, in case it can't be delivered in full (eg income from charging)*
- *Need to undertake fundamental reviews first (eg: commissioning)*
- *Need for specialist financial modelling to assess the savings/cost avoidance potential (eg: early intervention)*

Whilst all of these are valid considerations, we must now get to the point where we can address them and move on. Some external support will help us to assess the size of an opportunity and provide some assurance based on evidence from elsewhere, **but savings targets need to be set to meet the MTFP gap**.

Notes on Setting Targets:
1. The estimated savings targets across Delivery strands are a **<u>TARGET TO AIM FOR</u>**.
2. We need to undertake further work on all Workstreams to scope and define new and additional savings targets for 2018/19
3. In the tables that follow, **cumulative totals** mean cumulative base budget totals; eg: entries of £100k, £200k, £300k, £400k mean a £100k year one base budget saving, a further £100k in year two, making a total £200k base budget saving, a further £100k in year 3, making a £300k base budget saving and a further £100k in year 4, making a £400k base budget total. So the total saved over the whole 4 year period is £1m and the ongoing base budget saving is £400k per annum by year 4.
4. Delivery milestones need to be added from project plans once approved.

5.3   Efficiency Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix B, the proposed shape of the Efficiency Workstream, its Delivery Strands and main projects is as follows:

Efficiency Workstream – Proposed Delivery Programme *Sponsor – Dean Taylor*						
Strand	**Project/Outcomes**	**Lead**	**Target Savings £000 (Cumulative Totals)**			
			15/16	**16/17**	**17/18**	**18/19**
Continuous Improvement	**Lean Systems Thinking** Increase and sustain CCS capability	Khan Prince/Ann Smith	-	-	-	-
	Lean Systems Projects Service improvements and savings across Directorates (HR, Waste, Customer Services…..)	Khan Prince/Ann Smith/ Project Leads	100	200	300	400
	Review of Internal Charging Simplification and standardisation of current charging arrangements	Ben Smith	-	-	-	-
Workforce	**Sustainable Workforce** Right people, right skills, right time Engaged, motivated and developed employees New Reward Policy	Steve Rees	-	-	-	-
	Reducing Management No more than 4/5 management layers Empowering frontline staff	Steve Rees	1,000 (part year)	3,000	4,000	5,000
	Reducing the Paybill Further changes to terms and conditions, working practices, flexible working	Steve Rees	-	1,000	2,000	3,000
	Smarter Training Re commissioning current training and development across the Council	Khan Prince	200	200	200	200
	Modernising Business Support Delivery of agreed business support savings One Council approach to	Steve Rees Directorate leads (40 posts x £25k year one)	1,000	2,000	3,000	3,000

	all corporate/business support functions (NB: links with business support Commissioning Review)			20% of current spend	20% of current spend	20% of current spend	
Modernising ICT	**Information Management** Optimised document management Reduced paper, FOI and storage costs Increased security	Sarah Caulkin	-	50	100	100
	Everyone's IT New in house model Rationalised and integrated ICT across the Council Reduced hardware, software and staffing costs Increase in mobile working and digitally enabled employee transactions	Sarah Caulkin	250	500	1,500	1,500
	Employee Self Service Extension of HR, Finance, Procurement self service Elimination of paper based processes Better desktop management information Staff savings (NB: links with business support Commissioning Review)		Enabler of other efficiency savings, not directly cash releasing in itself			
Assets	**Accommodation Strategy** Reduction in Council owned and occupied assets Increase in agile working	Geoff Bacon	300	800	1,800	1,800
	Community Asset Plans Rationalisation of local area assets Efficiencies from corporate landlord approach Increase in Community Asset Transfers (*Note links with the Community Action strand*	Geoff Bacon	500	750	750	750
	Depot Restructure	Martin	100-	100-	100-	100-

	Reduction in depots from 5 to 3 Savings in premises and stores costs	Nicholls	500	500	500	500
Commercial-ism	**Charging** Increased income from charging for Council services	Gemma Lelliott	1,000	2,500	4,000	5,500
	Sponsorship & Promotion Increased income from external sources for Council events and advertising etc	Karen Betts	150	300	450	600
	Trading Increased income from selling Council services and assets	Head of Commercial Services	-	To be assessed in 2015/16	To be assessed in 2015/16	To be assessed in 2015/16
	Third Party Spend Savings from reducing spend, better procurement and contract management	Head of Commercial Services	2,000	4,000	6,000	8,000
Sub-total			**7,000**	**15,800**	**24,600**	**30,350**
Less	Assets	In budget	(1,250)	(1,250)	(1,250)	(1,250)
	3rd party	In budget	(1,750)	(1,750)	(1,750)	(1,750)
Total			**4,000**	**12,800**	**21,600**	**27,350**

5.4 New Models of Delivery Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix B, the proposed shape of the New Models of Delivery Workstream, its Delivery Strands and main projects is as follows:

Strand	Project/Outcomes	Lead	Target Savings £000 (Cumulative Totals)			
			15/16	16/17	17/18	18/19
Customer Contact *(NB: assumptions underlying assessment provided)*	Expansion of online services via external website and StaffNet	Liz Shellard	10	20	30	TBA
	Review of cashier face to face services & implementation of cash machines	Jeff Dong	0	50+ (based on loss of up to 2 FTE's)	50+ Ongoing potential savings from reduced staff costs	50+
	Telephony functions consolidated into a single service	Lee Wenham	0	100k (based on 10% cut in FTE @ 25K costs only)	200k (based on 20% cut in FTEs)	TBA
	Switchboard review	Lee Wenham	0	75	75	75
Commission-ing	Libraries	Tracey McNulty	0	1,000	3,000	5,000
	Culture & Leisure	Tracey McNulty				
	Waste Management	Chris Howell	0	500	1,000	1,500
	Residential and Outdoor Centres	Sarah Crawley	0	0	154	154
	Business Support	Dean Taylor	0	1,750	2,750	3,750
	Non – schools Catering and Cleaning	Martin Nicholls	0	250	250	500
	Domiciliary Care	Bozena Allen	0	500	1,000	1,200
	Day Care (Temp Deferred)		0	0	0	0
	Residential Care (Temp Deferred)		0	0	0	0
	Sub Total YR 1 Reviews target savings to be		0	4,000	8,154	12,104

Table title (spanning header): **New Models of Delivery – Delivery Programme** / *Sponsor – Phil Roberts*

	verified **Yr 2 and Yr 3 (indicative)**			5,000	10,000	15,000
	Year 2 & 3 Reviews *(Scope To be agreed Aug 15) target savings to be verified*		Target savings for YR 2 & 3 reviews total £15.1m (as shown above)			
Community Action	Community Action Projects (Whole Council Approach)	Tracey McNulty	0	500	1,500	4,000
Collaboration	Closed as strand	Chris Howells	0	0	0	0
Total			10	9,745	20,009	31,229

5.5   Prevention Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix C, the proposed shape of the Prevention Workstream, its Delivery Strands and main projects is as follows:

<table>
<tr>
<td colspan="8">Prevention Workstream – Delivery Programme
Sponsor – Chris Sivers</td>
</tr>
<tr>
<td colspan="8">Targets for preventative activity will be put forward for each service area and challenged by officers trained in prevention and early intervention throughout July and August to constitute the MTFP targets outlined on Page 3, of £2m in 2016/17, £6m in 2017/18 and £8m in 2018/19. It is anticipated that these will largely fall in the sections relating to Demand Management and Early Intervention. They have yet to be formally identified and so are not represented here.</td>
</tr>
<tr>
<td>Strand</td>
<td>Project</td>
<td>Lead</td>
<td colspan="4">Target Savings £000
(Cumulative Totals)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>15/16</td>
<td>16/17</td>
<td>17/18</td>
<td>18/19</td>
</tr>
<tr>
<td>Early Intervention

Scoping of this area in relation to the new requirements of the Social Services and Well Being Act took place 16 June 2015 and is being assessed.</td>
<td>- Corporate Prevention Strategy
- Prevention Budget evaluation and business case</td>
<td>Chris Sivers</td>
<td>2,199</td>
<td>3,870</td>
<td>4,553</td>
<td>To be determined via Service Delivery Plan process</td>
</tr>
<tr>
<td>Demand Management

Scoping of this area in relation to the new requirements of the Social Services and Well Being Act took place 16 June 2015 and is being assessed.</td>
<td>-Six key projects to be delivered, with specific support to services for additional work</td>
<td>Sarah Caulkin</td>
<td>631</td>
<td>1,351</td>
<td>1,911</td>
<td>To be determined via Service Delivery Plan process</td>
</tr>
</table>

Promoting safer independence (working title) *All savings and pressures being analysed to ensure achievability in the context of significant senior management changes – outcome expected July 2015*	- Reformulate existing TASS projects - Interface with Western Bay arrangements - Integration with health - Intermediate Care Fund	Dave Howes	4,041	7,393	9,123	To be determined via Service Delivery Plan process
Supporting children and families	- Existing Safe LAC Reduction strategy - Child and Family Care / Support continuum, including Opportunities for Children and Young People	Chris Sivers	483	933	1,184	To be determined via Service Delivery Plan process
Education Strategy	- Rebalancing Education Strategic objectives (to be agreed with Cabinet)	Lindsay Harvey	Paper to Cabinet away day 22 June 2015 to discuss options			To be determined via Service Delivery Plan process
Less	Already in the budget		**(7,354)**	**(13,547)**	**(16,771)**	**TBA**
Total additional savings			**0**	**0**	**0**	**0**

5.6 Stopping Services Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix D, the proposed shape of the Stopping Services Workstream, its Delivery Strands and main projects is as follows:

Stopping Services Workstream – Delivery Programme Sponsor – Dean Taylor						
Strand	**Project**	**Lead**	**Estimated Savings £000 (Cumulative Totals)**			
			15/16	**16/17**	**17/18**	**18/19**
Council Priorities	**Core Purpose of the Council** New relationship with residents (NB: links to community action)	Dean Taylor/Lee Wenham	-	-	-	-
	Lower Priority Services Stopping services or spending less (to be agreed)	Directors	1,000	2,000	3,000	4,000
Future Council	**Look and Feel of the Council** Employee engagement on: • Swansea Story • Future Council • Working Together, Working Differently	Dean Taylor	-	-	-	-
	New Operating Model potential changes to organisational and management structures	Jack Straw	200	400	600	800
Total			**1,200**	**2,400**	**3,600**	**4,800**

5.7 Summary

The total estimate of __new__ savings across the 4 Workstreams __at this stage__ is as follows:

Workstream	Estimated Savings £000 (Cumulative Totals)			
	15/16	**16/17**	**17/18**	**18/19**
Efficiency	4,000	12,800	21,600	27,350
New Models of Delivery	10	9,745	20,009	31,229
Prevention	0	0	0	0
Stopping Services	1,200	2,400	3,600	4,800
Total	**5,210**	**24,945**	**45,209**	**63,379**

The comparison between existing planned MTFP savings and the additional proposals against the budget gap in the MTFP is as follows:

	Estimated Savings £000 (Cumulative Totals)		
	16/17	**17/18**	**18/19**
Planned MTFP Savings	12,772	20,554	20,554
Additional Savings	19,735	39,999	58,169
MTFP Requirement	35,094	58,214	85,090
Gap	2,587	(2,339)	6,367

Notes:

1. Planned MTFP savings are existing agreed Directorate savings proposals as set out in the published MTFP
2. Additional savings are the additional savings set out in this Delivery Programme review, __which are in addition to existing savings__
3. The MTFP requirement is the overall gap as per published in the 2016-19 MTFP, approved by Council in February 2015

5.8   Next Steps

One of the Review questions was: "*Do we have the right projects that will deliver the required transformational change and savings in the time available?*"

As can be seen from the proposals above, there are a number of gaps, uncertainties and further pieces of work to undertake before we can get to the position of a fully developed Delivery Programme.

Whilst some of this needs to be addressed at a Programme, Workstream or Strand level (eg: financial modelling for Prevention), it is essential that we also undertake work across each Service Area for the following reasons:

1. To understand the impact of the projects on Services and how this will align with local changes
2. To assess the opportunity for savings at a cost centre level
3. So we can monitor savings at Service and Strand
4. To ensure ownership

A proposal for achieving this through **Service Area Delivery Plans** is set out in Section 6

5.9   Summary

The review of the Delivery Programme has assured and produced a range of new savings proposals that will help to address the financial challenge.

The current assessment (bearing in mind the caveats and risks mentioned in this report and that the Council's MTFP forecast will change year on year) shows an estimated gap of £2,587m in 2016/17 and a gap of £6,367m in 2018/19.

We need to undertake further work quickly to get to the position where savings targets are set for **all** Delivery Strands and to undertake further assurance and delivery planning to address the MTFP shortfall.

We are engaging some external support to help us to assess the size of the opportunity in Prevention and provide some assurance based on evidence from elsewhere**.**

The projects set out above will inevitably require difficult decisions. If the Programme does not deliver, or the options produced are not accepted, Cabinet will need to consider further action in year to deliver a balanced medium term budget.

6   **Delivery** & **Resourcing**

This section provides an overview of delivery and a statement of the resources allocated to the Programme, what these will achieve and how they will be deployed, including the development of Service Delivery Plans

6.1   Delivery Requirements

We have agreed a number of delivery requirements for *Sustainable Swansea* as illustrated in the diagram below:

There are also a number of principles for delivery, set out in the July 2014 Delivery Programme these should not change. In summary these are:

- **One version of the truth** – all savings will be captured in one place

- **Approach to delivery** – a common framework for delivery will be used

- **Priorities** –we need to agree relative priorities for the Programme:
    - We can't deliver everything at once:
    - We need a balanced programme over the 3+ years
- **Resources to deliver** – we can't simply deliver everything on top of the day job, although for some it needs to become the day job; we will use the talent, knowledge and experience across the Council

- **Informed pragmatism** – in line with the principle of "decide and do", we will adopt a pragmatic approach to delivery

- **Accountabilities** – we need people across the Council to take personal responsibility for delivering the savings and other benefits

6.2   Right Resources

The principles for the delivery of *Sustainable Swansea* include "Right Resources". We have a stated intention to use internal resources where possible, but with external support where a case can be made, subject to knowledge and skill transfer.

Putting in place the right resources is key to success…BUT what we need can only be assessed on the basis of a clear plan about we need to deliver – what actions, when, who, savings/change profile etc…

Part of the current lack of clarity, in some areas, stems from the absence of a robust plan to deliver the Strand objectives at this stage. This needs to be addressed as a matter of urgency when the new Delivery Programme is approved.

6.3   Resourcing Assessment

We have undertaken work to understand our existing resources, how this is working and whether there are other resources in the Council we need to use. In summary we have:

- Allocated a HoS (or Senior Manager) to each strand to provide leadership and create capacity
- Allocated a Programme Manager to the 3 main workstreams
- Supported Strand Leads to develop a team for delivery
- Developed in house capability eg: strategic finance team, commercial team
- Made links with the Innovation Community
- And, more recently, used some external assistance to provide a catalyst for the change eg: in support services, customer services assessment

The recent Strand Assessment has identified the specific additional capacity and capability that we need to deliver the objectives of each Strand. For the most part, we are able to address the requirement for additional capacity by redirecting more in house resources.

An overview of the additional resources is attached as **Appendix F**. This is being developed into a resourcing plan, which will show the deployment of all staff resources across *Sustainable Swansea*, both current staff and additional temporary support. In addition, the Business Change Team is looking to maximise their resources in support of *Sustainable Swansea* and Strand Leads.

The challenge that we face is capability in key areas, this is where we need external support. Set out below is a current assessment of external support requirements:

RESOURCING REQUIREMENT	STRANDS	JUSTIFICATION FOR EXTERNAL SUPPORT
Financial Analysis: • financial modelling • options appraisal • commercial solutions • business cases	Demand Management Early Intervention Commissioning Customer Contact	Internal strategic finance team created, but a capacity and skills deficit Expertise to be commissioned on a case by case basis
Additional subject matter expertise/professional services advice: • commissioning reviews • community asset transfer • commercial advice & market testing	Commissioning Assets Third Party Spend	Prime effort will come from existing resources, but specific additional skills need to be targeted at specific projects Head of Commercial Services to be appointed, to help build internal skills
Commissioning support: • external facilitation and challenge • advice on new models of delivery • preparation and assessment of procurement documentation	Commissioning	External facilitation and challenge is necessary for the Reviews to succeed. (Sourcing of facilitation underway: Gartner, APSE, IESE) Other Councils could be used to provide external challenges and different thinking on reviews
Subject matter expertise eg: • demand management • service redesign • customer segmentation	Demand Management Customer Contact	Some key areas require input from an external leader in a particular area of expertise to shape or deliver a programme and be a 'critical friend'

In summary, external support is required for:

- *Options appraisals*
- *Business case development*
- *Financial Analysis and Modelling*
- *Subject matter expertise in new models of delivery and service redesign*
- *External benchmarking*

Principally in the following strands:

- *Customer Contact*
- *3rd party spend*
- *Commissioning*
- *Demand Management*
- *Prevention: social change model*

6.4   Approach to Resourcing

We expect all our external support to be on the basis of the following:

- *The provider will bring genuine external challenge and new thinking*
- *That there will be demonstrable knowledge and skills transfer*
- *The deliverables are recorded and assessed*

6.5   Procurement

The Council's current preference is to work largely with existing partners on specific and short term pieces of work. This has the advantage of:

- *Leveraging the benefits of existing relationships*
- *Provider knowledge of the Council, our people and how we work*
- *Speed and flexibility of response*

The process for engagement will be as follows:

1   **Business Case**: short, but clear business case evidencing that there is a requirement for subject matter expertise and/or additional capacity that we do not have from a Sponsor or Strand Lead.
2   **Approval**: the Executive Board will review and approve the requirement as appropriate and the source of funding.
3   **Providers**: current Council providers will be invited by the Head of Information and Business Change to express an interest in the work based on a standard statement of requirements.
4   **Assessment**: the assessment will be made by the relevant Sponsor or Strand Lead and the Head of Information and Business Change.
5   **Engagement**: all external engagements will be made by the Head of Information and Business Change.
6   **Evaluation**: the relevant Sponsor or Strand Lead will complete a statement of deliverables to assess that the requirement have been met, there has been knowledge/skills transfer and value for money has been obtained

6.6   Future Requirements

The Council will review future options for external support later in the year, which will include:

- *Consultancy partner*
- *Niche providers, best of breed*
- *Public sector partner*
- *Interim management/resources*
- *Partnership with another Council to use consultants*

Our procurement route for this will be determined, but is likely to include existing Frameworks and GCloud.
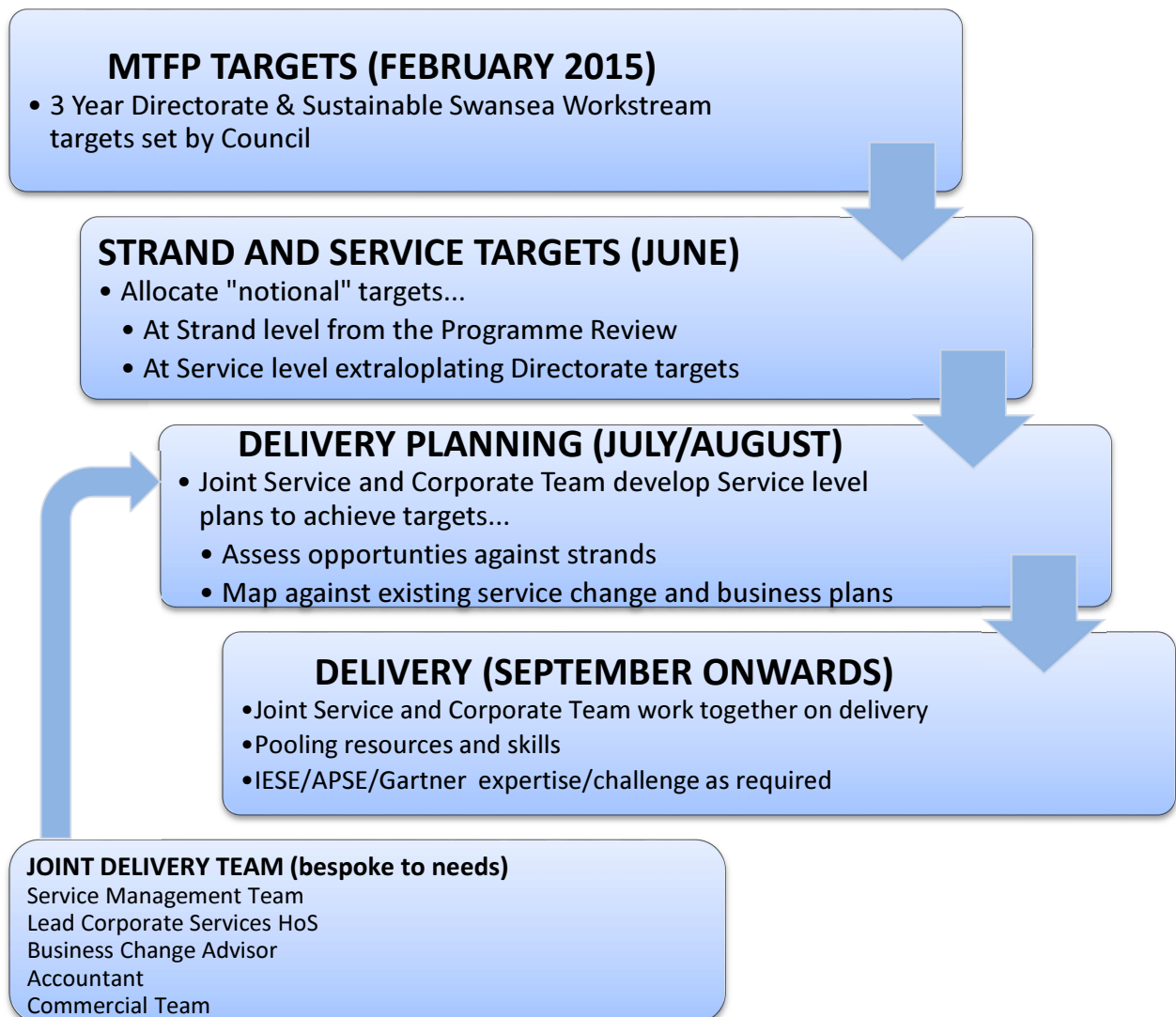
6.7   Deployment of Resources

As set out in Section 5, it is essential that the new Delivery Plan can be reviewed at both a Programme/Workstream/Strand level and also at a Service/Cost Centre level. This builds on the matrix which we have developed and the ideas that came forward from HoS last year as part of the Budget Proposals for 2015/16.

In order to achieve this it is proposed that the *Sustainable Swansea* resources are deployed in accordance with the following principles:

- **Priorities**: focused on the big ticket issues
- **Agile**: moved to deal with issues that arise, changing circumstances
- **Flexible**: working on several areas at once, not tied to one Strand
- **Business Partner**: working with each Head of Service to develop a Service Area Delivery Plan

6.8   Service Area Delivery Plan

As stated in para 5.8, Service Area Delivery Plans will be produced as follows:

MTFP TARGETS (FEBRUARY 2015)
- 3 Year Directorate & Sustainable Swansea Workstream targets set by Council

STRAND AND SERVICE TARGETS (JUNE)
- Allocate "notional" targets...
  - At Strand level from the Programme Review
  - At Service level extraloplating Directorate targets

DELIVERY PLANNING (JULY/AUGUST)
- Joint Service and Corporate Team develop Service level plans to achieve targets...
  - Assess opportunties against strands
  - Map against existing service change and business plans

DELIVERY (SEPTEMBER ONWARDS)
- Joint Service and Corporate Team work together on delivery
- Pooling resources and skills
- IESE/APSE/Gartner expertise/challenge as required

JOINT DELIVERY TEAM (bespoke to needs)
Service Management Team
Lead Corporate Services HoS
Business Change Advisor
Accountant
Commercial Team

The **aim** of Service Area Delivery Plans is to:

- *Assess the opportunity for savings, using the Delivery Strands as a framework, at a cost centre level*
- *Dovetail Service level change and existing plans with Sustainable Swansea*
- *Improve cross Council working and ownership of Sustainable Swansea delivery*
- *Share resources, skills and knowledge between Services and Corporate Services*
- *Assist programming of change and delivery*
- *Monitor savings at Service **and** Strand level*
- *Ensure ownership*

The nature of the Delivery Plan and the Joint Team will vary depending on the requirements of the service. Some Plans will be more complex than others, some will reflect all Strands, some will reflect fewer and so on.

6.9   Summary

One of the Review questions was: "*are we confident about organisational commitment, whole council working and barriers to delivery?*"

The additional resources agreed for *Sustainable Swansea* and the targeted use of external support are intended to address historical delivery problems and build our capability to deliver.

The proposals for Service Delivery Plans are intended to be a more productive way of delivering *Sustainable Swansea* as part our commitment to "*working together, working differently*".

7 Governance

This section sets out proposed changes to the governance arrangements for Sustainable Swansea

7.1 Review of Existing Arrangements

Governance arrangements for Sustainable Swansea were agreed as part of the July 2014 Delivery Programme report. These have worked as intended and, consequently, few changes are considered to be necessary to roles.

7.2 Proposed Future Governance

The proposed main governance roles (outside of formal decision making and scrutiny) are summarised below:

GROUP	ROLE
Cabinet	• Annually: Approval of Delivery Programme • Quarterly Monitoring Updates
Executive Board	• Advice on Delivery Programme • Monthly Performance Dashboard reports (by exception)

Budget Review Steering Group	• Monthly:
	  o Programme Updates (by exception)
	  o Delivery of the Savings Programme

Leadership Team	• Quarterly: Programme Review

Cabinet Member/Sponsors	• Monthly
	  o Programme Update
	  o Policy steer

7.3 Governance Structure

An updated Governance structure diagram is attached as **Appendix G**. This will be kept under review to ensure that the various groups work effectively.

7.4 Project Planning and Reporting

Project plans and reporting, needless to say, needs to be proportionate and by exception. Key principles being:

- Agile: using the tools that will work, not adherence to a single approach
- Consistent: one style for each audience (new template has been agreed)
- Action Orientated: reports need to recommend solutions where issues exist
- Compliance: what we agree needs to be done, must be done by everyone

7.5 Summary

Governance arrangements have worked as intended and, consequently, few changes are considered to be necessary.

8   Communications

This section sets out proposals for future internal and external communication and engagement on the programme

8.1   Current Approach

The current Delivery Plan sets out our approach to communication and engagement on *Sustainable Swansea*. It also sets out our narrative.

We also ran training on public engagement with Cabinet Members and senior officers using Participation Cymru.

8.2   External Engagement

We have engaged residents on the wider aims of *Sustainable Swansea*, the core purpose of the Council and the need for residents and communities to do more to help themselves.

Last year "*Continuing the Conversation*" was used to get these messages across. We also undertook consultation on specific budget proposals as necessary, with Equality Impact Assessments.

Our approach for 2015/16 will be to continue this debate with greater focus on:

- *What the Council will stop doing – with clear "stories" about why this is necessary and what this will mean for you*
- *Our future relationship with residents – helping you to help yourself*
- *Behaviour change – targeted social marketing to support demand management priorities*

We will need to review the narrative with Cabinet and the role of Cabinet Members in community engagement events.

8.3   Internal Engagement

We have engaged employees on *Sustainable Swansea* and budget issues using roadshows, StaffNet and team meetings. Further work is needed to cascade this down to staff via "manager led conversations". The involvement of Cabinet Members in staff engagement needs to be considered.

For 2015/16 it is proposed that we:

- Engage employees on the "bigger picture", not just *Sustainable Swansea*
- This would include:
    - Swansea Story
    - Corporate Plan
    - Future Council
    - Innovation

- o Change Plan
- o Swansea Manager
- o Service level change
- Engagement needs to be more relevant and dynamic:
  - o Using the new StaffNet to generate debate on the hot issues
  - o Using smaller (ideally cross service), workshops to debate the issues with employees
  - o Using the Innovation Community as "barometers" to assess the messages, how they are delivered and received

8.4 Summary

We will build on our engagement so far with residents with a greater focus on:

- *What the Council will stop doing – with clear "stories" about why this is necessary and what this will mean for you*
- *Our future relationship with residents – helping you to help yourself*
- *Behaviour change – targeted social marketing to support demand management priorities*

We will engage employees in manager led conversations about the major changes facing the Council, including the Swansea Story, Corporate Plan, Future Council, within the context of the local service changes.

9   Risks and Issues

This section provides a statement of the top risks and issues and how these will be managed and addressed

9.1   Risks

The Risk Register for the Programme is reviewed by the Programme Board at each meeting. The top 5 current risks are summarised below:

Risk	Countermeasure
Failure of Council to make decisions, political or otherwise, and commit to savings proposals	• Budget agreed by Council, savings tracker in place • Budget Review Steering Group oversees progress • Reports to Cabinet on slippage and remedial action as required
Lack of resources to deliver programme	• Lead Heads of Service/Senior Managers designated for each Savings Strand • Transformation Fund in place for additional resources/skills/backfill • Additional resources agreed and being secured
Savings required increase due to bigger cuts in grant and/or service pressures	• Ongoing assessment • Increase the pace of delivery • Develop a contingency plan
The level of savings required will not be achieved in time	• MTFP approved by Council with 3 years targets to meet the shortfall • Mechanisms in place to monitor and assure delivery • Develop a Contingency plan for in year action if required
The public and partners will not accept changes agreed	• Ensure comprehensive engagement & consultation takes place • Engage partners via the LSB

9.2 Issues

A number of the issues relating to the delivery of *Sustainable Swansea* are set out in this paper – see Section 4. In summary, these are:

<table>
<tr><td colspan="2" align="center">Challenges and Risks</td></tr>
<tr>
<td>Culture</td>
<td>

- Silo target culture
- Patches of "non-corporate behaviour"
- Lack of personal responsibility in some areas
</td>
</tr>
<tr>
<td>Ownership</td>
<td>

- "It will go away"
- "Someone else will fix it"
- "Busy doing the day job"
</td>
</tr>
<tr>
<td>Decisions</td>
<td>

- Still not clear what is **not** a priority
- Pace… we don't have time to debate this
- Managing "opposition"… we are still winning hearts & minds
</td>
</tr>
<tr>
<td>Resources</td>
<td>

- Resources… releasing people from the day job is still a challenge
- Skills/knowledge... there are gaps, which we are now addressing
- Analysis… modelling, data, and evidence is a gap we must address
</td>
</tr>
<tr>
<td>Delivery</td>
<td>

- Managing inter-dependencies and the risk of "double counting"
- Programming… we can't do everything at once
- Reporting… still too vague, needs to be sharp, direct and benefits driven
- Balancing quicker efficiencies with preparing the ground for prevention
</td>
</tr>
</table>

Issue management will continue to be a key part of the overall programme management arrangements, but based upon:

- **Validation**: evidence that there is an issue, not a "worry"
- **Ownership**: who is best placed to resolve it, quickly
- **Solution**: focus on resolution not "angst"
- **Tracking**: monitoring and closing issues when resolved

9.3   What We Plan to Do Next

One of the Review questions was: "*Have we got sufficient assurance that we have the right programme management arrangements in place ie: robust and credible delivery plans, the necessary resources, timely monitoring and appropriate governance?*"

This question has been answered, in part, in the sections above on Delivery and Governance. In addition, in response to progress to date and the challenges, risks and issues identified from the Programme Review, it is proposed that we focus on the following **priority actions:**

TOPIC	ACTION
Cultural change	• Foster greater innovation and instil the expectation of personal responsibility • Implement the Change Plan "Working Together, Working Differently
Engagement	• Tell more stories about what needs to change • Work on the new relationship with residents
Delivery	• Maintain momentum and commitment through Leadership Team • Deliver what we have said we will • Bring forward proposals for in year decisions, savings is a continual process
Resources	• Deploy the resources agree • Ensure we get return on investment • Establish *Sustainable Swansea* as the day job to release additional resources • Knowledge transfer from external support
Core Purpose of the Council	• Establish a clear view about what is not a priority • Bring forward proposals to reduce or cease spend
Future Council: Look and Feel	• Employee workshops on what sort of Council we want to be – linked to the Swansea Story and Swansea Manager • Agree the future operating model and structure
Big Ticket Issues	• Implement the new customer contact model • Conclude the first round of commissioning reviews • Community action… create the appetite for communities to do more themselves • Embed demand management as a whole council approach and agree priority interventions • Complete the financial modelling for prevention • Prioritise key ICT enablers for change

9.4   Summary

We have updated the top Risks and set out an action plan to address the key issues identified as part of the Programme Review.

SUSTAINABLE SWANSEA – FIT FOR THE FUTURE
CHANGE PLAN: "WORKING TOGETHER, WORKING DIFFERENTLY"
(Extract)

A   PURPOSE

This Change Plan will support:

- The management of change implications of *Sustainable Swansea – fit for the future*
- Other strategic and whole Council change requirements, including actions arising from the WLGA Peer Review.

It is intended to be both a plan that underpins our change agenda and also a clear statement of the sort of Council we intend to be, including our outline future operating model.

It provides the overall narrative for change and the Council wide actions for how change will be implemented by leaders at all levels across the Council.

B   CONTEXT FOR CHANGE ACROSS THE COUNCIL

Our context for change is broad and deep, the key elements are as follows:

- **Leadership** – the "cultural jolt" and the need to create more capacity for the leadership of strategic and corporate priorities
- **Innovation Programme** – the requirement to do things differently for sustainable delivery, through a step change in employee engagement and empowerment, to continue to deliver effective front line services we need to develop a culture of change and innovation
- **Delivering for Swansea** – our revised Corporate Plan, setting out five top priorities for the foreseeable future
- **Sustainable Swansea** – the narrative for change and the key messages in Budget Principles, which we have communicated through staff roadshows, resident engagement etc about the need for transformation
- **Future Council** – the work we started on the future look and feel of the Council, our future operating model and how we will need to work differently
- **Peer Review** – the findings in the Peer Review about the Council's culture and how this pervades our governance, how we manage change and our ability to deliver our priorities
- **WAO Corporate Assessment** – the conclusions of the Corporate Assessment about what more the Council needs to do to embed the good progress we have all made on service improvement and corporate working
- **Swansea Story** – the single and compelling narrative about Swansea the place, our ambition and the role that the Council will play in this with partners

In order to deliver our corporate priorities and *Sustainable Swansea*, we need a clear plan for managing the change effectively.

C   OUR CHANGE NARRATIVE

Delivering for Swansea	• 5 top priorities for Swansea • City and community leader and trusted partner • Focus on outcomes for residents and customers
One Council	• Breaking down service silos - networked and agile • Corporate behaviours • Sharing resources & internal/external learning
Visible Leadership	• Member led, Officer driven • Powerful, positive and consistent messages about the future direction of the Council • Transparent and locally accountable
Decide and Do	• Delivering what we have promised • Injecting pace and purpose • A focus on performance, embracing new responsibilities
Agile Decision Making	• Faster, agile and evidence based decision making • Greater focus on action and impact, not meetings
Commercialism	• Commercial, business like & risk aware • Increasing income from trading and exploiting assets
Innovation	• A culture open to change and innovation • The skills, tools and technology to do the job
Great Workforce	•Engaged, empowered and motivated workforce •A culture where employees take personal responsibility
Efficient and Productive	• Right first time • Reducing demand, promoting self-reliance to reduce need • Lean delivery, process light, continuous improvement
Live within reduced resources	• Linked business and financial planning • Focus on outcomes • Direct link to priorities

An Action Plan has been developed to take forward the priorities for change. This will also be developed into local actions by each Head of Service.

APPENDIX B: EFFICIENCY WORKSTREAM REVIEW SUMMARY

CONTINUOUS IMPROVEMENT		
Project	**Achievements to Date**	**Review Recommendations**
Lean Systems Thinking Capability Develop capability via training for practitioners and 'training the trainer'.	Reviews are underway (with Vanguard) to enable 'learning by doing'; Collaboration with NPT initiated.	**Continue** reviews to completion; Increase pace of learning by collaborating with NPT; Analyse and report on benefits achieved at review completion; **Target Benefits:** Develop and promote internal expertise
Directorate Based Lean Systems Projects Develop and run Systems Thinking projects within each Directorate	An indicative target of £100k p/a was set and five projects were identified and commenced. Three are progressing well. *Two have stalled due to a lack of buy-in by Services possibly as a result of us failing to manage expectations and communicate such.	**Continue** Re-commence with two replacement projects. Complete all five projects and assess the financial case for further investment/rollout. **Target Benefits:** £100k p/a which will be 'claimed' by relevant Services.
Support for Corporate Projects Assisting other Corporate Projects by provision of Systems Thinking expertise	No benefits to date - no requirement identified.	**Freeze** Revisit this topic when the authority has greater maturity / expertise in Systems Thinking and is capable of developing and delivering a rollout programme.
Review of Internal Charging Review the current position. Make recommendations on increasing, removing or	Not started due to lack of resource availability (Chief Finance Officer) and conflicting pressures.	**Continue** This project will commence imminently

standardising.		
Process Busting Improve efficiency via red tape removal, better policies, leaner processes etc	This is an 'Innovation Community' piece of work and a list of (circa 50) suggestions is with Heads of Service for review / implementation.	**Conclude and close** This work will be seen through to completion via innovation. Any savings (or improvements) will still be highlighted and reported.

WORKFORCE		
Project	**Achievements to Date**	**Review Recommendations**
Workforce Redesign Driven by Service Unit need to redesign services to achieve budget savings. Restructuring, ERVR, Flexible Retirement etc.	Services are re-shaping to hit financial targets. Minimal compulsory redundancies due to the initiatives used. Savings are captured via Finance & BRSG (circa £4.8m).	**Close** Further changes will be implemented as Business As Usual.
Management Posts (de-layering) Delivered as part of Workforce Re-Design (above)	To date this has been delivered as part of Workforce re-design and savings have been captured by Services in doing so, but not identified solely as 'management post savings'.	**Continue** New project to determine and deliver any change required to management structures
Workforce Development & Planning	Performance Appraisal review and rollout Corporate Workforce Plan produced Workforce and Succession Planning integrated with Service Business Planning Oracle Learning Management rolled out Swansea Manager being developed	**Continue** Develop into a new Sustainable Workforce Project with defined outcomes for performance, workforce planning, reward policy etc
Employee Retention Recognition and Engagement	Staff Survey and Action Plans established; Engagement CAC work; Purchase of Annual Leave Scheme launched	**Close** Further initiatives to be implemented as Business As Usual now that this process has been established.

Modernising HR Function (HR & ES Systems) To reduce staffing levels in operation but also drive move to self-serve	Reduced staffing to meet targets; Employee Services Team restructured and Helpdesk introduced; Phase 3 of Employee Self Service rolled out; Oracle Learning Management enabled.	**Continue, as part of a wider self-service project** Complete delivery of current programme before moving to new opportunities (increased self-serve, timesheets, i-recruitment, reporting, talent management etc).
Training & Development (smarter commissioning and delivery of)	Recently commenced Current timeline is for option proposals in July	**Continue** Additional project support requested. Ensure review includes all aspects of training (including staff and premises). **Target Benefits:** £200k p/a and where savings cannot be captured (ring-fenced budgets etc) then more cost effective use of resources.
Reducing the Pay Bill (Pay & Reward, T&Cs, Working Practises etc)	High level scoping carried out. Significant opportunities identified but put on hold pending further discussion with Cabinet	**Continue** Political steer required on which opportunities to pursue. To be discussed by Exec Board / Cabinet June 2015. **Target Benefits:** circa £2m over two years

SUPPORT SERVICES

Project	Achievements to Date	Review Recommendations
Reduction in Business Support Staff (Admin) A new Directorate model has been agreed; Lean thinking is required to reduce demand.	Managed business support principle approved; 90+ opportunities identified across all Service and implementation being tracked.	**Conclude** Tracking mechanism for opportunities is now in place and can be reported to SMTs as part of BAU

Reduction in Corporate Support Staff (e.g. policy, performance, project management, research, communications & marketing, partnerships, governance, equalities)	Marketing have agreed a more corporate approach to working; Projects to look at Policy & Performance, Research and Information and Project Management are about to commence.	**Continue** Additional Project support is requested Timeline to be set for completion **Target Benefits:** 20% of spend and leaner more collaborative services.
Information Management (extend Document Management, reduce paper, reduce FOI costs, reduce storage costs, information sharing)(investment may be required)	IM & ICT governance arrangements approved; Action plan for year agreed; Self service developments prioritised; Systems rationalisation data gathered and process underway.	**Continue** Amalgamate with Modernising ICT in order to report as one Big Ticket Item **Target Benefits:** £50k per annum for two years
Modernising ICT (new in house model, service improvements, reduced hardware costs, reduced staffing levels)	New In House Model agreed by Cabinet and being implemented System rationalisation project agreed as part of the Budget proposals for 2015/16 See above (Information Management)	**Continue** As above, amalgamate with Information Management in order to report as one Big Ticket Item. Monitor delivery as part of the budget savings tracker. **Target Benefits:** £250k in 15/16; £1m in 16/17
Modernising Finance (including ISIS, self-service for better budget monitoring, new finance structure, reduced staffing)	Business Process Review of Social Services Finance delivered (Dec 14). Business Process Review of Education Finance in progress. Changes made as part of Finance budget savings etc	**Close** Further works can be carried out as Business As Usual, except, **Management Accounting** include in the wider self-service project
ASSETS		

Project	Achievements to Date	Review Recommendations
Accommodation Strategy (including Agile Working)	Accommodation Plan being delivered on track; Agile programme enhanced and continuing. Financial target for 14/15 met (£295k of £300k) £342k of 15/16 target already realised.	**Continue** Arguably Business As Usual but inclusion in Sustainable Swansea adds leverage. Review the pace of the accommodation moves. **Target Benefits:** 15/16 £500k; 16/17 £1m.
Area Reviews and Community Asset Transfers	Financial target for 14/15 exceeded (£325k of £300k) On track for 15/16 target (£400k of £500k realised)	**Continue** Arguably Business As Usual but inclusion in Sustainable Swansea adds leverage. Merge with Service Assets for delivery. **Target Benefits:** 15/16 £500k; 16/17 £750k.
Service Asset Proposals	See above	**Continue** Arguably Business As Usual but inclusion in Sustainable Swansea adds leverage. Merge with Area Reviews (above) **Target Benefit: included with above**
Depot Restructure	Initial works have prompted a change of scope. Preferred option is now to rationalise from five to three depots (instead of the originally proposed one).	**Continue** Decision to be made in 15/16 **Target Benefit: not set**
INCOME, CHARGING AND TRADING		

Project	Achievements to Date	Review Recommendations
Charging Framework (policy, benchmarking, awareness arising, full cost recovery guidance)	Charging framework delivered and approved by Cabinet	**Close** Further initiatives can be implemented as Business As Usual.
Charging & Income Proposals	Improved visibility and awareness of issue; Governance and approval process established; £450k approved income opportunities of which (£114k in 14/15) £1.1m approved as part of HoS plans for 15/16; Total of £2.5m of opportunities in various stages of progression	**Continue** **Target Benefit:** 15/16 £750k 16/17 to be confirmed
Trading Opportunities (to be assessed)	None (other than background works and knowledge building).	**Continue** 15/16 to be considered a scoping year; If targets are set for 16/17 they should take into account set up costs of any new model. **Target Benefit:** 15/16 £0, 16/17 tba
Sponsorship & Advertising Opportunities (Website, council assets, corporate events, staff benefits etc)	£205k achieved in 14/15 (£179k cashable, £26k in kind) 15/16 forecast is confirmed at £150k+	**Continue** **Target Benefit:** 15/16 £150k
Services to Schools (full cost recovery, new offers)	SLA to move towards full cost recovery being negotiated with Schools/Education	**Close** Further initiatives to be implemented as Business As Usual.

THIRD PARTY SPEND		
Project	**Achievements to Date**	**Review Recommendations**
Compliance (enforce contract rules, use of ISIS, training, control spend, reduce contract waivers)	Compliance and compliance monitoring established as a way of working.	**Close** This is business as usual which contributes towards the overall savings target.
Commissioning and Commercial Operating Model (commissioning principles, commercial strategy, hub & spoke, skills development)	Partially established with Service re-design.	**Close** This can be further managed as BAU when the new Head of Commercial Services is in post.
Contract Management (single contract register, improve data analysis, spend verification, challenge, efficiency programme)	Single Contract Register improved; 20% increased visibility of Contracts	**Close** Contract management is a business as usual activity which contributes towards the overall savings target.
Supplier Relationship Management (Programme of cost reduction with top ten strategic suppliers)	No progress	**Close** Insufficient strategic suppliers to sustain this as a project. This may be resurrected as BAU when the new Head of Commercial Services is in post.
Savings Programme (Delivery of savings targets via all of the above means)	£1.6m identified during 14/15 £1.1m of that captured from budgets	**Continue** Confirm contract opportunities etc to deliver savings target of £2m for 2015/16 Ensure process is in place for sign off of savings. Proposal: merge Income, Charging and

		Trading and Third Party spend into a Commercial Strand

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations

NEW MODELS OF DELIVERY – CUSTOMER CONTACT

Project	Achievements to Date	Review Recommendations
Original Scope July 14: **New Website**	§ New mobile-responsive, bilingual council website went live on 23rd September 2014 § 4000 pages on content in each language § Was named in the top 5 Welsh council websites by SOCITM (Society of IT Managers) § Went from 2 stars to 3 (out of 4) in the SOCITM Better Connected 2015 report which assesses usefulness, accessibility and functionality of all council sites in England and Wales http://staffnet/betterconnected	§ **Continue – in line with project plan** § Work with IT programmers required to continue expansion of online services in high demand areas & to work on website enhancements to achieve channel shift. § Have fewer web editors § Need to recruit one new web team member § Further work on 'customer journeys' needed – especially around social care & Housing services § **Target Benefits: quicker, easier access for customers to a wider range of services.**

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations
Rollout of online services and e-payments	§ New form system implemented § All 77 old unsupported, mobile-unfriendly Mandoforms replaced § New systems and forms being developed to reduce unnecessary phone calls and face2face transactions e.g. resident parking and electoral corrections (saved approx. 2360 calls at cost of £6679 to Elections team) § 76 English forms online and the same number of Welsh copies (55 forms replaced old Mandoforms before new website went live) § Environment online form submissions increased by 43% in 6 months since new site went live (October 14 – March 15 compared with same period 13 / 14).	§ **Continue –** identify further opportunities for expansion of online services § Integrate forms with online payments § Work with IT developers to link forms to back office systems & develop new forms with integrated calendar functionality to enable appointment bookings (i.e. pest control, bulky waste appointments etc.) § **Target Benefits**: aid and facilitate channel shift thereby reducing face to face/telephony contact. § Support the reduction of double handling & transaction costs § Increase in ways to pay and support new charging initiatives § Increased customer satisfaction

Year	Total contacts Environ.	Online forms	Online as % of total contacts	Savings (based on £2.83 / call 15p / web)
October - March 2013 / 2014	41,613	914	2.2%	£2458
October - March 2014 / 2015	34,714	1550	4.5%	£4154

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations
Improvements within the Contact Centre (e-zone, self-service cash payment machines)	§ Orchestra software implemented allowing contact centre to 'queue bust' more effectively and self-serve ticketing § Review of Contact Centre completed by staff and external consultant § Design of e-zone submitted and contractor appointed. Work to commenced asap. § Access point for Wi-Fi installed and used for staff access to enable 'floor walkers' to queue bust and complete services for customers outside of the contact centre.	§ **Continue – reconfiguration & introduction of e-zone to be completed** § Re-configuration of layout in Civic Centre to be implemented asap § Staff and public access Wi-Fi issues to be resolved & implemented to enable effective use of e-zone in readiness for universal credit implementation & digital inclusion targets to be realised § **Target Benefits**: reduction in unnecessary demand on contact centre staff § Promotion & practical education of customers regarding online services § Better understanding of customer use of face to face facilities
Pilot of automated Call Handling	§ Successful implementation of system in Housing Benefits, Council Tax, Recovery and Business Rates § Service has enabled service in Revenues & Bens to continue with 2 posts lost and some long term sickness § More calls being answered (lower abandonment rate) with high percentages coming through automated service	§ **Continue** § Appraisal of functionality and use in other service areas to be completed § **Target Benefits:** improved customer satisfaction by reducing the number of abandoned calls § Offering automated services to drive down costs & improve efficiencies.

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations
New Federated Call Centre Model	§ Draft model of delivery and timescales produced. § Baseline data for existing corporate call centres captured § Demand type data captured for key high volume areas	§ **Continue – to be rolled out once approved** § HoS to agree model proposal & work to continue in establishing 'as is' model § Brand the Contact Centre to encourage F2F users to get online and ask staff to assist them § **Target Benefits:** structure & process to project review § Baseline & thorough understanding of existing services to offer informed and accurate recommendations for change § Benefits & change accurately monitored & recorded
Digital Inclusion Strategy and promotion	§ Strategy updated to reflect Welsh Government targets § Courses started at the beginning of April. All courses full (including community courses) until 22 July with 4 non-attendees so far § Rigorous measurement of targets and evidence based system of assessment has been developed for greater assurance that the training provided achieves real benefits - details in the marketing and communications	§ **Continue – in line with project plan** § Encourage and capture front line feedback re. online services § Welsh Government whole Wales' medium target of a reduction in digital exclusion to 13% by 2017 should not fall to Swansea council alone to achieve. § **Target Benefits:** key groups identified to educate & promote online services

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations
	plan http://staffnet/getswanseaonlinecampaign	with thereby assisting in channel shift objectives

NEW MODELS OF DELIVERY - COMMISSIONING		
Original Scope July 14: **Culture Services** *(incl. Leisure & Libraries)*	Review of Libraries has commenced outside of the Commissioning reviews and was reported to Executive Board on the 29th April 15. Commissioning Principle and process developed and implemented. Process started 19.03.15. Stage 2 Gateway Review held on the 19th May 15 and approval given to proceed to Stage 3 and 4.	**Continue** as per programme. Review timelines for Option Appraisal development. Review has identified that External support will be required to support the Option Appraisal development. **Target Benefits** • Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.
Social Care	**Domiciliary Care started in March 15 with Residential and Day Care.** Social Care delayed by 3 weeks and scope amended Day Care and Residential care deferred due to unforeseen circumstances. **Facilitator to be confirmed with a view to hold vision and outcomes workshop in June**	**Continue** Revise timelines to reflect delay and scope change continue to progress review. Resource to be allocated to assist in the review of Dom Care Contracts **Target Benefits** • Identify the appropriate, efficient sustainable service delivery

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations
	15.	models to deliver our outcomes for our communities.
Corporate Services	Commissioning Process commenced Stage 1 workshop held on the 23rd April 15. Gateway Review planned for 16th June 15.	**Continue** as per programme **Target Benefits** • Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.
Transport & Fleet	Previously removed from commissioning strand.	**Close :** As previously removed from strand. progress integrated transport review as part of budget review process **Target Benefits** • Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.
Additions to original scope: Residential and Outdoor Centres	Commissioning Process commenced Stage 1 workshop held on the 9th April 15. Gateway Review planned for 19th May 15.	**Continue** as per programme. Review timelines for Option Appraisal development. Review has identified that External support will be required to support the Option Appraisal development.

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations
		Target Benefits • Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.
Non-schools Catering and Cleaning	Commissioning Process commenced Stage 1 workshop held on the 25th March 15. Gateway Review planned for 19th May 15.	**Continue:** as per programme, with a view to add in schools catering in Sept 15.? **Target Benefits** • Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations
NEW MODELS OF DELIVERY - COLLABORATION		
Original Scope July 14: **Shared Back Office Services – with External Partners across Swansea and or other regions.**	Not started	**Close** Deleted from Collaboration Strand Collaboration is to be closed as a discreet strand but must maintain visibility as a way of working and Link to the WAO assessment
Building Capability and Capacity to Collaborate	Approach for Collaboration is completed. (2) Flow Chart outlining principles, steps and actions completed in January 15. (2) Desktop research was completed in February 15. (2) Methodology identified in order to develop a Training and Development plan to rollout across the Authority.	Resources to be identified at next NMOD programme board to commence the Development of a Training and development plan to be rolled out across the Council.
Shared Transport Services	Not started	**Defer** Deleted from Collaboration Strand. There is a Transport & Fleet Project in the Commissioning Strand.

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations
NEW MODELS OF DELIVERY - COMMUNITY ACTION		
Increasing Community Access to ICT	Not started	**Continue** Move to the Customer Contact Strand. To be captured as part of the Digital inclusion works. Scope and develop implementation strategy. **Target Benefits:** To be defined by strategy
Informal Volunteering	Not started	**Move to People BAU**
Building Community/Voluntary Capacity to Run Services	§ Cabinet agreed to Lease Underhill Park to Mumbles Community Association – resulting in a net saving of £10k. Negotiations underway for lease to be in place by September 2015. § Lease of Bowls Greens to Clubs/Community Councils (2015/16 savings to Parks £72k, with a further £63k savings in 2016/17) § Consultation has taken place with a range of clubs and organisations for self-management/leasing of playing fields/pitches to sports clubs. The interest and willingness is there and we are assessing the business cases to ensure a net Council benefit in terms of the decreased costs for parks	**Continue** Further scoping with other areas of community action to be undertaken across the programme. **Target benefits:** • Identify the appropriate, efficient sustainable service delivery models to deliver our outcomes for our communities.

APPENDIX C - SUSTAINABLE SWANSEA PROGRAMME REVIEW
NEW MODELS OF DELIVERY WORKSTREAM

Project	Achievements to Date	Review Recommendations
	maintenance versus the loss of letting income § Set up a Friends of Parks Forum, consisting of around 30 groups with whom we are consulting on the transfer of management and facilities § Consultation completed on the revision of terms of existing licences with community § Centres and senior citizen pavilions to devolve building responsibility to community groups/committees. £70k target savings for 2016/17, currently identified in Commissioning strand.	

APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW
PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
EARLY INTERVENTION		
Prevention Budget: Invest to Save	A set of projects were developed with baseline information, good outcomes, with staff wanting to test these new approaches to tackle existing problems and pressures. An external company have been appointed who are working with each project on base-lining and success analysis support to enable an assessment of the business case to take place of the cost benefit of these projects. A fully agreed **Poverty Strategy** and action plan was agreed at Council on 4th November 2014. There is a proposal and consultancy support identified to assist the Council in forming a community interest company for food, as part of the wider Poverty strategy. A **Local Area Co-ordination** Model is being developed and has recruited its first 3 Co-ordinators. An **Option 2** team is working closely with Team around the Family, to provide short term intensive interventions for troubled families.	Continue with all of the projects as they have now been approved.

Project	Achievements to Date	Review Recommendations
	The **Volunteering & Befriending, Turn Up** and **Fix It** and **Adult Family Group Conferencing** projects will support the TASS programme to support people to live independently in their communities. All projects have completed the preparatory work and are commencing during May. The **Domestic Abuse** proposal was re-scoped and preparatory work is near completion, with the project due to commence mid May 2016. The original **NEETs** project did not receive political approval and has been re-scoped to deliver a project to address NEETs in Dylan Thomas and Cefn Hengoed comprehensive. In addition a **Cruse** project will provide a bereavement service for young people across Swansea. The **Workforce Development** will up-skill the existing workforce working with children, young people and families.	

APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW
PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
Child & Family Support (includes Opportunities for Young People)	The mapping of all child and family and Poverty & Prevention services across the continuum of need, resulting in a broad understanding of the financial and staff resources which are available to support children, young people and families in Swansea. This includes understanding the restrictions and requirements of these activities, and where there are possible gaps. A set of key principles has been achieved that any approach to provision of services in the future need to adhere to. There is an outline of a pilot/proof of concept approach to test the partnerships, communication, processes, customers, performance and information within one area of the City & County of Swansea to inform the remodelling of support to vulnerable children, young people and their families.	Continue • Revise the Steering group membership, • continue to work on the governance structure and commissioning requirements, • Form a project team for the implementation of the pilot project in Townhill.
Opportunities for Young People (now merged with the Child & Family Support Project).	The creation of a new model for the provision of support to young people across Swansea through the creation of 3 teams: A level 1 Universal Youth Centre offer, A Level 2 targeted Communities First team and A level 3 intensive support for young people and	Continue as part of the Child & Family Support project.

Project	Achievements to Date	Review Recommendations
	their families. A document in relation to the Development of a Lead Working Continuum for Young People in Swansea has been produced by IPC and is informing the development of this role in Swansea. Workforce development for Lead Workers is being run in partnership with child and family services The Level 3 restructure is underway and should be completed by the end of May/June 2015. The Lead worker approach at Level 3 has been tested successfully by 3 youth workers paid for by the 14-19 Education funding. This learning is feeding into the project.	
Transforming Adult Social Services (TASS)	An agreement was made in the Prevention Board to limit the duplicate reporting of the TASS programme as this was already providing weekly and monthly updates to scrutiny and the TASS board.	Continue Review what's been delivered across the programme so far and what it has achieved. Continuing the review of the Prevention work stream will potentially result in TASS remaining as a project under the

APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW
PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
		Promoting Safe Independence Strand.
Intermediate Care Fund	Implementation of an integrated front door with health.	Continue Look at the reporting of TASS and Intermediate Care Fund as two programmes within the strand, and review these arrangements ensuring they are appropriate. Continuing the review of the Prevention work stream will potentially result in ICF remaining as a project under the 'Promoting Safe Independence' Strand.
Out of Area Placements	• Accessing appropriate background data on current numbers, nature and costs in relation to out of area placements as well as trends and issues, in order to enable an initial review of key drivers/causes • Initial consideration of a specific proposal made to the Council by Horizons Educare in respect of Autism development / placements • Initial consideration of linkages with other strands / business plan priorities in relation to demand management within schools • Review of processes & rates re inter-authority recoupment	Continue To identify whether this project is still a priority, and whether it can be included in the wider work within the LAC reduction strategy and Child and families support continuum, or continues to be driven by Education, in partnership with Social Services. Continuing the review of the Prevention work stream will potentially result in this being delivered under the 'Supporting

APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW
PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
	• The provision of a report to advise on an approach to take this work forward identifying potential savings.	Children and Families' strand.
Local Area Co-ordination	Local Area Coordination Leadership Group established to take forward this work across the Council as a changed ethos to delivery. Local Area Coordination Project Steering Group & ToR have been established. Initial Local Area Coordination Leadership Meeting held 3rd July, with Ralph Broad, Inclusive Neighbourhoods who has been commissioned to guide the regional programme, and to provide expertise and support to local projects. This was also attended by other Council departments and SCVS. Ralph's Presentation to LAC Leadership meeting: *Local Area Coordination Getting Started- Getting it Right.* **Some initial design principles:** - Strengths based, releasing people to be free, independent - Whole systems focus, with active 3rd sector - Shared learning at all levels - Community leadership/ coproduction - Population areas 10-17000 per LAC	Continue That the LAC programme progress under the proposed new 'Prevention & Well-being'* and Demand Management strand. * *Strand proposals are to be agreed.*

Project	Achievements to Date	Review Recommendations
	- 2 levels: First level: low level /relationships Second level: 60-65 people high level interventions 3 trial areas have been identified and 3 Local Area co-ordinators have been appointed. The evaluation will be undertaken by Swansea University.	
Prevention Strategy	A set of case studies on existing preventative services from across the whole Council have been collected. A definition of Prevention has been agreed by staff, departments, and the work stream. A draft prevention strategy has been produced. An external consultant from IESE is supporting the cost-benefit analysis required for the strategy.	Continue • Link more with Sara Harvey in Western Bay around the requirements of the Social Services and Wellbeing Act – • Align the strategy with the SS&WBA and present to Executive Board and the Leadership group at a future date.

DEMAND MANAGEMENT		
Insight Understanding Demand	Training/ Awareness sessions developed, Food for Thought sessions diarised	Continue Closer engagement and dialogue. Arrange

APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW
PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
	Engagement of the Innovation Community Demand Management incorporated into Business Planning Identified resources to capture demand across the organisation Next steps as per plan: Analysis of customer insight data and recommendations June / July. Baseline financial measure	to meet with HoS to raise awareness of DM Strand, the training sessions and data capturing exercise. Under review as customer insight maturity develops across the organisation

APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW
PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
Shaping Demand "Changing the Front Door" and the Demand Management Toolkit	Demand Management Knowledge Hub and Toolkit have been developed and are available on StaffNet. Working with the Continuous Improvement Strand by shadowing the Systems Thinking work (Vangaurd) to feed lessons learned into the DM Toolkit. Pilot group identified to test Knowledge Hub and Toolkit. Next steps as per plan: Customer Insight informing priority areas. Baseline financial measure.	Continue None at this stage – under review as campaigns deliver
Co-production	Research completed with other Councils to identify examples of successful Coproduction initiatives which have reduced demand on Council resources. Next steps as per plan:	Continue To link with Community Action and Collaboration Strand Leads to ensure demand is being considered appropriately and capture
Communications Campaign-Behaviour Change	Communications and marketing campaigns are in flight across the organisation for a number of demand management projects, overseen by the marketing and Communications team.	Continue None at this stage – under review as campaigns deliver

APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW
PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
	Next steps as per plan: Increase pace and size of internal and external campaigns. Temporary resources have been made available to deliver this. Baseline financial measure.	
Priority Interventions	The Waste and Recycling service has identified £100,000 (plus delivery costs) savings which will be realised over 12 months (this financial year) Identified Children & Young People Family Support Continuum as an area which requires demand management. Work is in early stages. Next steps as per plan: Analysis of further priority areas emerging from service business plans. Baseline financial measure	Continue None at this stage – under review as this project delivers
Whole System Change	Establishing links with partners to raise awareness and understand demand across the 'whole system' and the impact on CCoS, e.g. Swansea University (students), Health, other LA partners. Next steps as per plan: input to Swansea LSB. Baseline financial measure	Continue Visioning with Swansea University

APPENDIX E - SUSTAINABLE SWANSEA PROGRAMME REVIEW
STOPPING SERVICES WORKSTREAM

COUNCIL PRIORITIES		
Project	**Achievements to Date**	**Review Recommendations**
Core Purpose of the Council: review of priorities & new single corporate plan	Public consultation on Sustainable Swansea "Continuing the Conversation" New Corporate Plan approved by Council in February 2015	**Continue** Further public engagement during Autumn/Winter 2015
Budget Activity Reviews: stopping services or spending less	£1m target set for each financial year Service reduction proposals identified by Heads of Service for 2015/16 and beyond Included in budget consultation with residents Savings incorporated into the MTFP	**Continue** BRSG to oversee targeted proposals based on an assessment of lower priority areas (in addition to proposal from Commissioning Reviews etc)
FUTURE COUNCIL		
Project	**Achievements to Date**	**Review Recommendations**
Look and Feel of the Council	Employee engagement as part of the Sustainable Swansea roadshows; Employee Opinion Survey undertaken Peer Review Action Plan includes further work on the Change Plan for the Council etc	**Continue** Further employee engagement during Summer 2015, linked to the Swansea Story
New Operating Model: potential changes to organisational and management structures	£750k target included for 2015/16 No action taken in 2014/15 Links to the review of management layers within the Workforce Strand	**Continue?** Exec Board to review

APPENDIX F - SUSTAINABLE SWANSEA – FIT FOR THE FUTURE
Corporate Resource requirements to increase pace of Sustainable Swansea and deliver transformational change

POST / RESOURCE	FTE	STRAND(S) THIS WILL SUPPORT	DELIVERABLES
Business Process Analysts	1.5	Assets (0.5) Commissioning (1.0)	• Production of scoping and other review documentation • Facilitated workshops to document business processes • Identified issues/constraints surrounding the process • Re-engineered processes - streamlined, challenged, removing gaps, inefficiencies etc. • Completed business transition plan and change/training documentation • Identified benefits realisation
Financial Analysts*	1.5	3rd Party Spend (0.25) Income and Charging (0.25) Commissioning (0.5) Early Intervention (0.5)	• Quantifying and establishing the case for change in financial terms • Supporting service managers, project and delivery teams to gather, review and analyse data, financial and otherwise • Expertise around financial modelling, risk assessment and cost benefit analysis • Informed decision making regarding present and future investments • Evaluation of the market environment • Commercial experience and knowledge • Data and statistics reporting • Recommendations on activities and practices
Project Co-ordinator	2.5	Commissioning (1.0) Collaboration (0.5) Community Action (1.0)	• Support Services to identify customer needs and interdependencies with other strands • Work with strand leads to identify and assess opportunities and risks • Production of key documentation, plans and reports ensuring they are completed in a timely manner and maintained accordingly. • Manage the Programme meeting/workshop schedules • A focal point for any administrative procedures • Support creativity and innovation
Marketing / Communications	1.0	Demand Management and Early intervention (0.5) Service change across all strands (0.5)	• Effective communication with key internal and external stakeholders on the aims and achievement of the Sustainable Swansea programme • Help develop promotional materials and build innovative marketing strategies for behaviour change • Help organise engagement events and workshops

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POST / RESOURCE	FTE	STRAND(S) THIS WILL SUPPORT	DELIVERABLES
			• Help produce print and digital marketing materials • Build key relations with the Council's communications team
HR	1.0	Early intervention (0.5) Management of Change from Strand Projects (0.5)	• Support the development and implementation of new and revised HR policies and procedures (including required consultation/communication/briefings) • Help address policy and procedural weaknesses and improve internal systems • Help ensure legal compliance by monitoring existing HR policies during change • Maintain an overview of the people change aspects of the whole programme • Build key relations with the Council's HR team
Sustainable Swansea Programme Manager (Grade 12)	1.0	All strands (1.0)	• Manage the day to day delivery of the agreed programme • Ensure robust process are in place for benefits realisation and to provide requisite challenge • Oversee the Change Management plan • Lead programme management governance and practice • Manage Risks and Inter dependencies
IESE / Gartner / Apse/ etc Subject matter expertise, case by case basis		Customer Contact 3rd party spend Commissioning Demand Management Support Services Financial Analysis*	• Provision of subject matter expertise and additional capacity on a business case basis • External challenge and new thinking • Knowledge transfer
TOTAL	**8.5**		

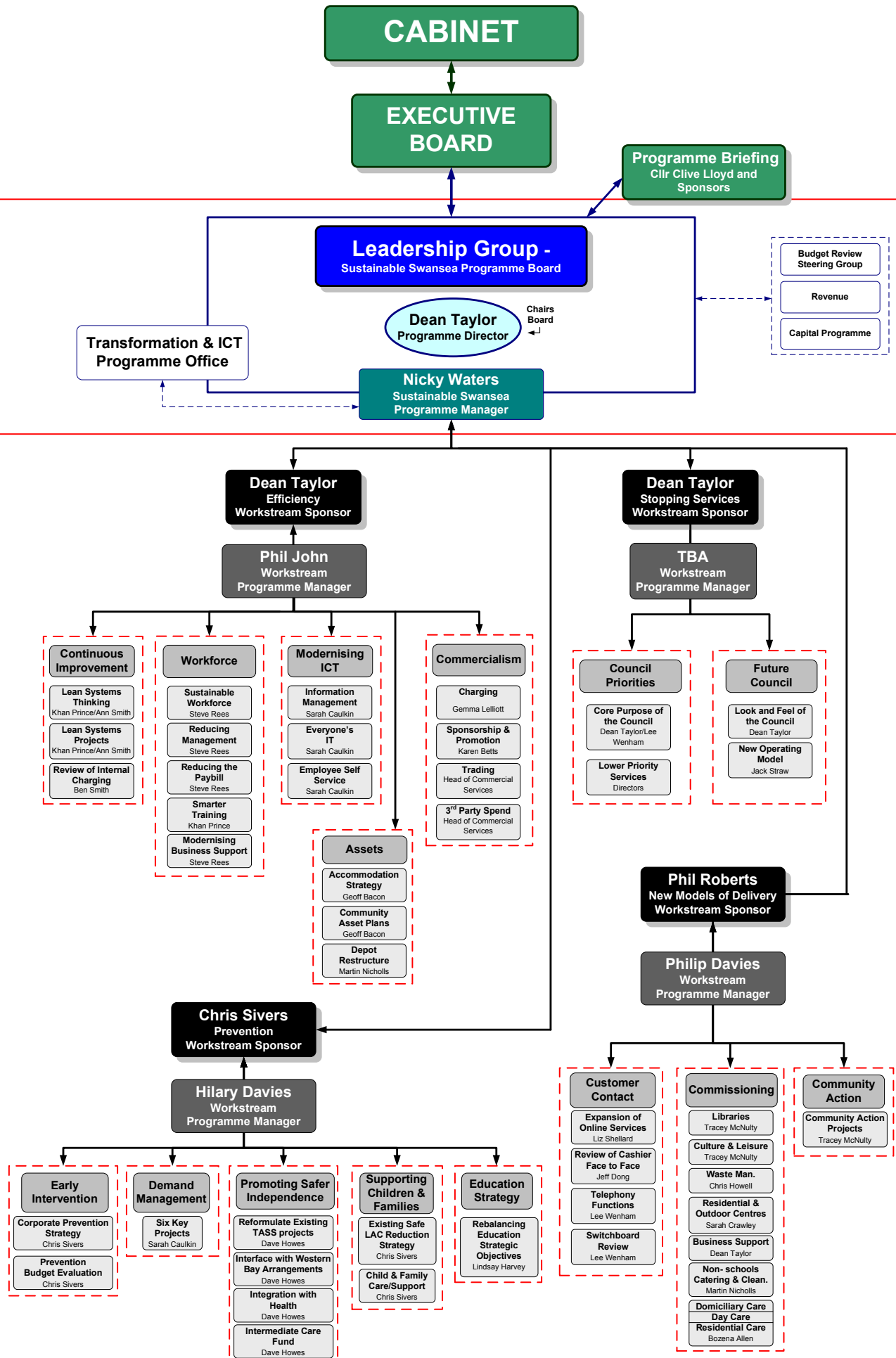* Financial analysis may need to be a blend of additional in house and commissioned

Sustainable Swansea - Fit for the Future
Governance Structure

CABINET

EXECUTIVE BOARD

Programme Briefing
Cllr Clive Lloyd and Sponsors

Leadership Group -
Sustainable Swansea Programme Board

Dean Taylor
Programme Director
Chairs Board

Transformation & ICT Programme Office

Nicky Waters
Sustainable Swansea Programme Manager

Budget Review Steering Group

Revenue

Capital Programme

Dean Taylor
Efficiency Workstream Sponsor

Phil John
Workstream Programme Manager

Continuous Improvement
- **Lean Systems Thinking** Khan Prince/Ann Smith
- **Lean Systems Projects** Khan Prince/Ann Smith
- **Review of Internal Charging** Ben Smith

Workforce
- **Sustainable Workforce** Steve Rees
- **Reducing Management** Steve Rees
- **Reducing the Paybill** Steve Rees
- **Smarter Training** Khan Prince
- **Modernising Business Support** Steve Rees

Modernising ICT
- **Information Management** Sarah Caulkin
- **Everyone's IT** Sarah Caulkin
- **Employee Self Service** Sarah Caulkin

Assets
- **Accommodation Strategy** Geoff Bacon
- **Community Asset Plans** Geoff Bacon
- **Depot Restructure** Martin Nicholls

Commercialism
- **Charging** Gemma Lelliott
- **Sponsorship & Promotion** Karen Betts
- **Trading** Head of Commercial Services
- **3rd Party Spend** Head of Commercial Services

Dean Taylor
Stopping Services Workstream Sponsor

TBA
Workstream Programme Manager

Council Priorities
- **Core Purpose of the Council** Dean Taylor/Lee Wenham
- **Lower Priority Services** Directors

Future Council
- **Look and Feel of the Council** Dean Taylor
- **New Operating Model** Jack Straw

Phil Roberts
New Models of Delivery Workstream Sponsor

Philip Davies
Workstream Programme Manager

Chris Sivers
Prevention Workstream Sponsor

Hilary Davies
Workstream Programme Manager

Early Intervention
- **Corporate Prevention Strategy** Chris Sivers
- **Prevention Budget Evaluation** Chris Sivers

Demand Management
- **Six Key Projects** Sarah Caulkin

Promoting Safer Independence
- **Reformulate Existing TASS projects** Dave Howes
- **Interface with Western Bay Arrangements** Dave Howes
- **Integration with Health** Dave Howes
- **Intermediate Care Fund** Dave Howes

Supporting Children & Families
- **Existing Safe LAC Reduction Strategy** Chris Sivers
- **Child & Family Care/Support** Chris Sivers

Education Strategy
- **Rebalancing Education Strategic Objectives** Lindsay Harvey

Customer Contact
- **Expansion of Online Services** Liz Shellard
- **Review of Cashier Face to Face** Jeff Dong
- **Telephony Functions** Lee Wenham
- **Switchboard Review** Lee Wenham

Commissioning
- **Libraries** Tracey McNulty
- **Culture & Leisure** Tracey McNulty
- **Waste Man.** Chris Howell
- **Residential & Outdoor Centres** Sarah Crawley
- **Business Support** Dean Taylor
- **Non- schools Catering & Clean.** Martin Nicholls
- **Domiciliary Care Day Care Residential Care** Bozena Allen

Community Action
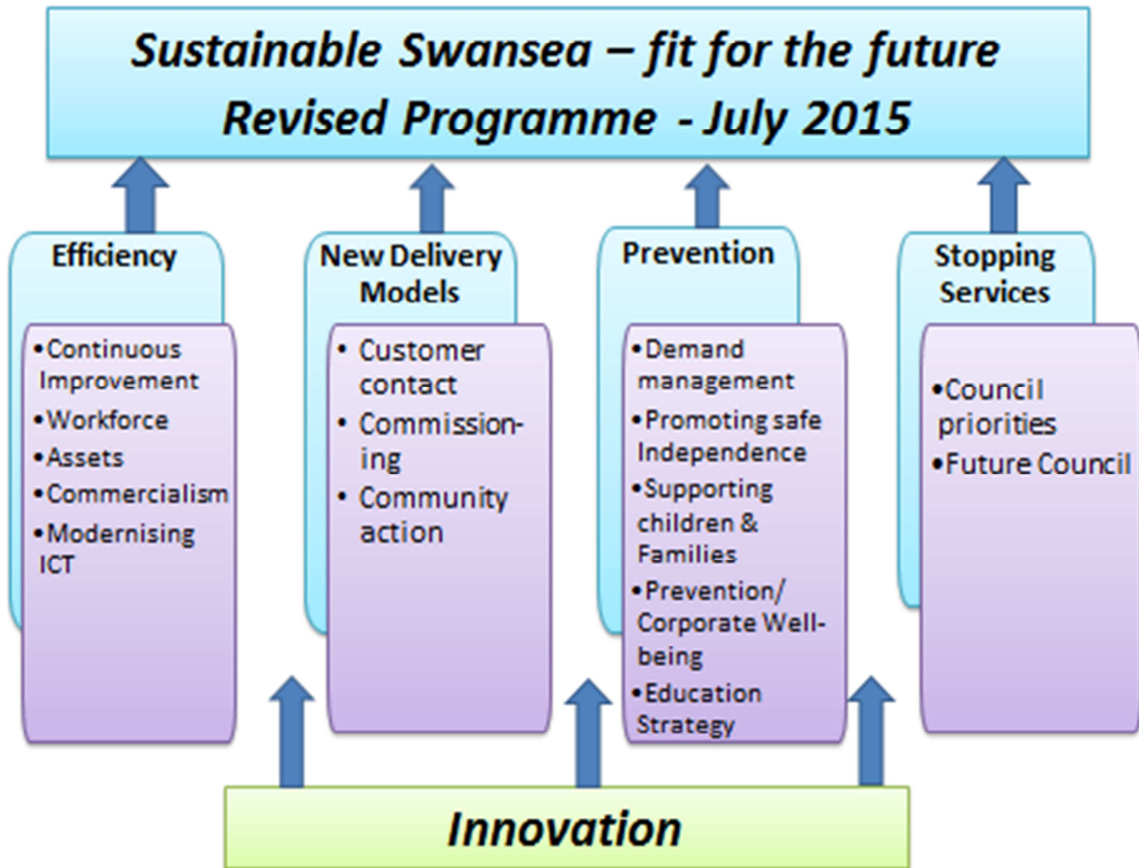- **Community Action Projects** Tracey McNulty

ICT / Innovation Community

SUSTAINABLE SWANSEA – FIT FOR THE FUTURE

REVISED PROGRAMME

Report of the Cabinet Member for Transformation & Performance

Council – 23 July 2015

MEMBERSHIP OF COMMITTEES

Purpose:	Council approves the nominations/amendments to the Council Bodies.
Policy Framework:	None.
Reason for Decision:	To agree nominations for Committee Membership.
Consultation:	Political Groups.
Recommendation:	It is recommended that:
1) The amendments to the Council Bodies listed in paragraph 2 be approved.	
Report Author:	S Woon
Legal Officer:	T Meredith
Finance Officer:	C Billingsley
Access to Services Officer:	N/A

1. **Introduction**

1.1 Meetings of Council regularly agree and amend the membership of the various Committees/Council Bodies as reflected in the lists submitted by the Political Groups.

2. **Changes to Council Body Membership**

2.1 The Political Groups have indicated that they have changes to Council Bodies as indicate below.

Challenge Panel
Remove Councillor N M Woollard
Add Councillor J E Burtonshaw

Chief Officers Disciplinary Appeals Committee
Remove Councillor J C Bayliss
Add Councillor N J Davies

3. **Financial Implications**

3.1 There are no financial implications associated with this report.

4.   Legal Implications

4.1   There are no legal implications associated with this report.

Background Papers: Local Government & Housing Act 1989, the Local Government (Committees & Political Groups) Regulations 1990.

Appendices: None

Report of the Chair of the Audit Committee

Council – 23 July 2015

AUDIT COMMITTEE – ANNUAL REPORT 2014/15

Purpose:	This report provides the Audit Committee's Annual Report 2014/15 municipal year
Report Author:	Paul Beynon
Finance Officer:	Paul Beynon
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins
FOR INFORMATION	

1. **Introduction**

1.1 The Council is required, under the Local Government (Wales) Measure 2011 to have an Audit Committee which among other things must include at least 1 lay member.

1.2 The Measure requires the Audit Committee to review and scrutinise the Council's financial affairs, risk management, internal control and governance arrangements. It also requires the Committee to oversee the Council's internal and external audit arrangements and review its financial statements.

1.3 The work of the Audit Committee is structured so that the Committee can gain assurance over the areas identified above

1.4 This report describes the assurance that has been gained by the Audit Committee from various sources during 2014/15 and also outlines a number of other areas where briefings have been provided to the Committee.

2. **Committee Membership**

2.1 The membership of the Audit Committee during 2014/15 is shown in the following table

Mr AM Thomas – Lay Member & Chair	Cllr PM Meara
Cllr RA Clay	Cllr G Owens
Cllr P Downing replaced by Cllr	Cllr JA Raynor replaced by

JC Bayliss 31/03/15	Cllr D Phillips 30/09/14
Cllr R Francis-Davies replaced by Cllr AM Cook 30/09/14	Cllr RV Smith
Cllr PR Hood-Williams	Cllr DWW Thomas
Cllr L James	Cllr LV Walton
Cllr JW Jones – Vice Chair	

2.2 The Committee met on 10 occasions during 2014/15 with attendance over the course of the year being 68%

3. Internal Audit Assurance

3.1 The Audit Committee approved the Internal Audit Charter as required by the Public Sector Internal Audit Standards

3.2 The Audit Committee also approved the Internal Audit Annual Plan and has received quarterly monitoring reports from the Chief Auditor showing progress against the Plan.

3.3 The quarterly monitoring reports identified any audits that received a 'moderate' or 'limited' level of assurance along with an outline of the issues which led to the audit receiving the negative assurance level.

3.4 The Internal Audit Annual Report 2013/14 was reported to the Audit Committee which included a review of actual work completed compared to the Annual Plan.

3.5 The Internal Audit Annual Report also included the Chief Auditor's opinion on the internal control environment for 2013/14 which stated that based on the audit testing carried out reasonable assurance can be given that the systems of internal control are operating effectively and that no significant weaknesses were identified which would have a material impact on the Council's financial affairs.

3.6 The Internal Audit Annual Report of School Audits 2013/14 was presented to the Audit Committee. This report summarised the school audits undertaken during 2013/14 and identified some common themes found across school audits. The report identified that generally good controls were in place in schools but also highlighted procurement as the area which led to the most audit recommendations being made. As a result, a briefing was provided to the Committee by the Procurement Section. Following the briefing, the Chair discussed the procurement issues the Cabinet Member for Education and the Committee provided a written submission to the School Governance Scrutiny Working Group.

4. Annual Governance Statement 2013/14

4.1 The draft Annual Governance Statement 2013/14 was presented to the Audit Committee prior to being reported to Cabinet for approval.

This gave the Committee the opportunity to review and comment upon the Statement.

5.   Annual Statement of Accounts 2013/14

5.1   The Head of Finance and Delivery presented the draft Statement of Accounts 2013/14 for the Council and the Pension Fund to the Committee and answered a number of queries raised by members of the Committee.

5.2   Following the audit of the Statement of Accounts 2013/14, PwC on behalf of the Wales Audit Office presented its Audit of Financial Statements reports to the Audit Committee. The reports presented the detailed findings of the audit and stated that an unqualified audit report on the financial statements had been issued

6.   External Audit Assurance

6.1   As well as the Audit of the Statement of Accounts reports mentioned above, the external auditors also provided assurance to the Audit Committee by presenting the following reports

- Annual Financial Outline 2014/15 – City and County of Swansea
- Annual Financial Outline 2014/15 – City & County of Swansea Pension Fund
- Internal Controls Report 2013/14
- Annual Audit Letter 2013/14
- Certification of Grants and Returns 2012/13
- Audit Completion Certificate 2013/14 - Update

7.   Implementation of Audit Recommendations

7.1   An important role undertaken by the Audit Committee is monitoring the implementation of agreed audit recommendations arising from both internal and external audits.

7.2   The implementation of any Internal Audit recommendations arising from the fundamental audits is reported to the Audit Committee in the Recommendations Tracker report. For 2013/14, the results of the tracker exercise were extremely positive with 95% of agreed recommendations due for implementation by 31st January 2015 being implemented

7.3   The implementation of any high or medium risk recommendations arising from non-fundamental audits is subject to follow up procedures by Internal Audit to confirm they have been implemented. The results of the follow ups are reported in the quarterly Internal Audit Monitoring Reports.

7.4 A number of follow up audits were reported to the Committee in the quarterly monitoring reports and in most cases it was found that substantial progress had been made by management in implementing the agreed recommendations. However there were a small number of audits where the non-implementation of recommendations at the time of the follow up visit was identified and this was escalated to the relevant Head of Service or Chair of the Governing Body in the case of schools.

7.5 The Internal Controls Report presented to the Audit Committee by the external auditors shows any recommendations made as a result of their work and the action taken by management to implement the recommendations.

8. Risk Management

8.1 The Local Government (Wales) Measure 2011 makes the overview of risk management a function of the Audit Committee

8.2 The Head of Finance and Delivery provided both a mid-year and an annual review of Risk Management to the Committee.

9. Performance Audit

9.1 For the first time this year, the Audit Committee received regular briefings from the Wales Audit Office on the performance audit work being undertaken within the City and County of Swansea

9.2 The Wales Audit Office's Performance Audit Plan 2014/15 was reported to the Committee and regular updates on progress against the Plan were provided by the Wales Audit Office throughout the year.

10. Relationship with Scrutiny Function

10.1 The Chair met with the Chair and Vice Chair of the Scrutiny Programme Committee to discuss developing the relationship between the Audit Committee and Scrutiny. The objectives of the meeting were

- Mutual awareness and understanding of the work of Scrutiny and the Audit Committee
- Respective workplans are coordinated to avoid duplication / gaps
- Clear mechanism for referral of issues if necessary

10.2 A series of actions were agreed at the meeting including the sharing of agendas and workplans, Chairs to attend each other's meetings periodically and relevant matters to be referred by letter where necessary.

11. Briefings

11.1 The Audit Committee also received a number of briefings during 2014/15 as noted below

- Housing Benefits Investigation Team - Annual Report 2013/14
- Coastal Project
- School Budget Delegation
- Council Tax Single Person Discount
- Waste Management
- Procurement by Schools
- Internal Audit Plan Methodology
- All Wales Audit Committee Chairs Group
- Peer Review
- Corporate Governance Review

12. Audit Committee – Performance Review

12.1 The Audit Committee undertook a review of its performance during 2014/15 using a Self-Assessment of Good Practice Questionnaire published by CIPFA in its *Audit Committees – Practical Guidance for Local Authorities and Police Bodies* publication.

12.2 The outcome of the performance review was that the Committee felt that it was generally performing well measured against the Questionnaire although some issues were identified where improvements could be made to ensure the Committee was following best practice. The issues, which will be addressed during 2015/16, are shown below

- The Committee should consider ways of ensuring that its role and purpose is understood by relevant persons / groups across the Authority
- The Committee should formally consider the wider areas of responsibility put forward by CIPFA.
- The Committee's membership should be assessed against the core knowledge and skills framework put forward by CIPFA.
- A series of training updates for the Committee should be arranged for early in the new municipal year.
- The Committee should consider ways of obtaining formal feedback on its performance from those who interact with the Committee and rely on its work.
- The Committee should consider ways of evaluating how it is adding value to the Council and how this can be captured and recorded.

13. Future Audit Committee Meetings

13.1 The Council Diary for the new municipal year includes Audit Committee meetings on a 2 monthly basis. The change is based on experience over the last 2 years.

13.2 Meetings will now be held on the 3rd Tuesday of every 2nd month and will start at 2pm.

13.3 The Committee will have the ability to call additional meetings if necessary.

14. Equality and Engagement Implications

14.1 There are no equality and engagement implications associated with this report

15. Financial Implications

15.1 There are no financial implications associated with this report.

16. Legal Implications

16.1 There are no legal implications associated with this report.

Background Papers: None

Appendices: None

Council – 23 July 2015

COUNCILLORS' QUESTIONS

PART A – SUPPLEMENTARIES

1.	**Councillors E W Fitzgerald, D G Sullivan, L James, S M Jones, K E Marsh, I M Richard & G D Walker** Could the Cabinet Member explain to Council how the annual cost of £410 for travel on school buses for pupils not entitled to free transport is calculated? **Response of the Cabinet Member for Education** Charging for spare places on school buses for pupils not entitled to free transport was an initiative of the former West Glamorgan County Council. Over the years the fee has increased with inflation and now stands at £410. The fee is £410 regardless of whether it is paid on an annual or termly basis. Full cost recovery would result in a charge of £701 per pupil.
2.	**Cllrs Mike Day, Chris Holley, Mary Jones** Given the statement by the Cabinet Member for Education at the last Council meeting (25th June) would she please tell Council what Education facility is she intending to put in the former Daniel James School? **Response of the Cabinet Member for Education** Daniel James School is due to be cleared of all the accumulated equipment stored there at present. This will enable an accurate survey to take place. Cabinet will then decide on the way forward in meeting education needs. The Authority is facing additional cuts to its budget and the cost of keeping Daniel James School empty makes no sense.
3.	**Cllrs Chris Holley, Mary Jones, John Newbury** Would the Leader / Cabinet Member please tell Council if Swansea Council has any employees on zero hour contracts and if so in which departments and the reason why? **Response of the Cabinet Member for Transformation and Performance** **Zero-hours Contracts** Zero-hours contracts do not have any legal definition. However, zero-hours contracts can be simply defined as: 'An agreement between two parties that one may be asked to perform work for another but there is no set minimum level of work or pay'.

An employee would have the same rights and entitlements as permanent members of staff; except there are no guarantees on the minimum number of hours' work that they will be offered.

A review of the use of zero hour contracts was undertaken by the Authority in 2014 in conjunction with the Joint Trade Unions which resulted in the establishment of a Casual/Relief Policy.

Casual/Relief Contacts

Casual/Relief contracts normally mean there is no obligation for employers to offer work, or for employees to accept it. A Casual/Relief contract will give employment status for the duration of the assignment. Casual/Relief staff have the same employment rights as regular employees, although they may have breaks in their contracts, which affect rights that accrue over time.

Such employees will be used only if there is a specific business need to do so and it is not appropriate to employ casual/relief employees on a continual basis. In this connection, regular reviews of such contracts are undertaken to ensure they remain appropriate.

The Authority currently has 467 casual/relief employees (4% of the workforce). See Appendix A for a breakdown of these employees.

4. **Cllrs Chris Holley Jeff Jones, Mary Jones**

A recent article in the Evening Post (19th May) referred to Swansea Council buying the Oceana site. Does the Leader / Cabinet Member believe that this is a good use of public money as we are being constantly reminded of the difficult financial position the Council is in?

Response of the Leader

The acquisition and redevelopment of the Oceana site is an important catalyst for the wider regeneration of Kingsway and the city centre. The city centre framework identifies the opportunity to create a new central business district at Kingsway which will help create new employment opportunities in growth sectors such as tech industries. These industries will breathe new life into the Kingsway, stimulating new investment and creating better conditions for economic growth and increased footfall. In turn, this will further support the city centre's retail and leisure sectors, multiplying the effect of the investment. The Council and its partners in Welsh Government, through programmes like Vibrant & Viable Places, have aimed to target resources to facilitate and stimulate regeneration for the wider economic and social well-being of the area. In this context, I believe that the Kingsway project is potentially transformational for the city centre and represents good use of public money. The decision was taken after consideration of all advice given including an independent valuation and best value statement. The recommendation was made to Special Cabinet on the 30th April 2015. The decision to purchase the Oceana site demonstrates the commitment we have to regenerating the Kingsway area and the city centre and highlights that where necessary we will take steps to gain control of strategic assets to ensure the overall strategic master plan is delivered.

5.	**Cllrs Mary Jones, Jeff Jones, Paul Meara**
	The Welsh Assembly's Communities and Local Government noted in their recent report that they are deeply concerned about lack of progress in reducing poverty. Will the Cabinet Member tell Council what contribution he believes Community 1st areas have made to tackling poverty especially in those areas that include Target areas?
	Response of the Cabinet Member for Anti-Poverty
	Overview
	• Communities First is a community focussed anti-poverty programme with three strategic themes; Healthier Communities, Learning Communities and Prosperous Communities. • The aim is to work with partners to contribute to narrowing the education/skills, economic and health gaps between our most deprived and more affluent areas. • There are five Communities First Cluster areas in Swansea within which approximately a quarter of Swansea's population live. • The Cluster areas cover geographic areas identified via the Welsh Index of Multiple Deprivation, these include the Target Areas
	Economic Circumstances
	• Despite the current economic circumstances which has caused some challenge for the tackling poverty agenda there is clear evidence of the positive impact the Communities First Programme is having on Swansea residents.
	Achievements by theme 2014-15
	Prosperous Communities • A total of 303 people directly support by Communities First into employment • 71 young people (ages 16 – 24) gained an employment related qualification • 612 people are more confident about managing finances • 546 people are reducing or managing their debt • 567 people have been supported to access the benefits they are entitled to
	Healthier Communities • 714 people with Increased physical activity • 746 people more confident cooking a fresh meal. • 1,593 people reducing risky behaviour.

	Learning Communities • 376 people have gained a qualification • 426 adults are more positive about learning • 121 parents are more engaged with their children's school • 160 parents feeling more confident supporting their children's learning • 601 children and young people have a better understanding of the importance of school • 177 children and young people with improved academic performance
6.	**Cllrs Peter Black, Graham Thomas, Cheryl Philpott** Will the relevant Cabinet Member make a statement as to what action is being taken to support and advance Swansea's City of Sanctuary status? **Response of the Cabinet Member for Anti-Poverty** The City and County of Swansea has been supportive of people seeking sanctuary in Swansea. In December 2008, a motion was unanimously passed by the City and County of Swansea supporting Swansea becoming a City of Sanctuary (part of a national movement of local people and community groups working towards making their cities places of welcome and safety for people seeking sanctuary from conflict/persecution) and in 2010 Swansea achieved its status and national recognition as a City of Sanctuary. It was the first city in Wales to receive this and the second in the United Kingdom. Cities of Sanctuary in Wales have recently secured Big Lottery funding to run a new project in Swansea and Cardiff, managed by Displaced People in Action. The project offers new ways to support asylum seekers and organisations working in the two Cities and is particularly interested in working within local areas where refugees and asylum seekers live and in this vein, is already linking with Communities First teams in Swansea. At present the City and County of Swansea continues to support positive work with asylum seekers and refugees in a number of ways including: • through the Change Fund which is granted to a small number of organisations that work with asylum seekers and refugees such as Swansea Bay Asylum Seekers Support Group, Ethnic Youth Support Team, Swansea Bay Regional Equality Council and the African Community Centre • within Service areas particularly the Play Team, which Co – facilitates the BME Community Family and Play Work stream with City of Sanctuary and directs play opportunities and support provided for Children and Young People and families to include asylum seeker and refugee families; Housing Options who has a member of staff who provides advice and assistance to refugees who are threatened with homelessness. This especially applies to refugees who have recently received their status and have to move out asylum seeker accommodation; Communities First who engage with and include residents in their programme; and the partnerships Team of the Poverty and Prevention Service

- through Helen Clancy, Principal Officer in the Partnerships Team, Poverty and Prevention Service who has time allocated within her role to assist in mainstreaming work with asylum seekers and refugees. This includes chairing the Swansea Asylum Seeker and Refugee Multi Agency Forum, being an active member of the City of Sanctuary Management Committee, providing feedback/links to the Welsh Government and Home Office through representing the Council on the Strategic all Wales Forums which influence the delivery of policy and practice in relation to asylum seekers and refugees, and delivering staff training.

PART B – NO SUPPLEMENTRIES

Directorate/Service Unit	Number	Positions
Communications and Customer Engagement	21	Waiter, Waitress, Chauffer, Dishwasher, Telephonist/Receptionist
Corporate Services	**21**	
Corporate Building	1	Cleaner
Cultural Services	195	Active Swansea Instructor; Active Swansea Sports Instructor; Attendant; Bar Staff; Boating Lake Lifeguard; Box Office Cashier; Chaperone; Coach; Dresser; Elf (Impersonator); Events Assistant; Exercise Class Instructor; Gallery Assistant; Instructor; Land train Operator; Leisure Assistant; Organist; Outdoor Leisure Assistant; Plantasia Assistant; Private View Hospitality Manager; Receptionist; Senior Events Assistant; Stage Crew; Stage Technician; Steward/Stewardess; Technician; Usher/Usherette
Economic	1	Shopmobility Assistant
Housing and Public Protection	4	Casual Deputy Registrar; Consumer Advisor; Registration Officer And Civil Celebrant; Relief Deputy Registration Officer
Highways & Transportation	4	Bus Station Ranger; Lockmaster
Waste Management	1	Recycling Assistant
Directorate - Place	**206**	
Education Improvement	1	Sessional Instructor
Education Inclusion	14	Adult Education Tutor; Crèche Worker; Family Learning Tutor; Home Tutor; Teaching Assistant;
Education Planning and Resources	17	Cleaner; Kitchen Assistant
Schools	138	Administration - Cover Supervisor; After School Club Assistant; Art Technician; Breakfast Club Assistant; Caretaker; Casual School Shop Assistant, Clerk to Governors; Curriculum Resource Support Assistant; Evening Class Tutor; Handyperson; Holiday Club Attendant; Lifeguard; Lunchtime Supervisor; Play Assistant; Receptionist; Science Technician; Swimming Teacher; Teaching Assistant; Wraparound Assistant
Poverty & Prevention	40	Domestic; Domestic Assistant; Mobile Childcare Worker; Mobile Play worker; Outdoor Activities Instructor; Youth Information Worker; Youth Support Worker - Level 1
Adult Services	26	Community Care, Flexible Residential Care Officer, Kitchen Assistant
Child & Family Services	4	Child And Family Support Officer; Flexi/Relief Residential Child Care Officer; Supervised Contact Worker; Tutor
Directorate People	**240**	
TOTAL	**467**	

Excluded Posts:

Exam Invigilators; Sessional Workers; Adoption Panelists; Foster Panel Members; Peripatetic Teachers; Supply Teachers; Sessional Independent Assessors

Report of the Chair of the Scrutiny Programme Committee

Council – 23 July 2015

SCRUTINY ANNUAL REPORT – 2014/15

Purpose:	To provide a report on the work of scrutiny for the municipal year 2014-15.
Report Author:	Councillor Mary Jones / Dave Mckenna
Finance Officer:	Paul Cridland
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins
FOR INFORMATION	

1.0 Introduction

1.1 Every year Council requires that an annual report is produced for the work of scrutiny for the previous municipal year.

1.2 The Scrutiny Annual Report is used to:

- Highlight the work carried out by scrutiny
- Show how scrutiny has made a difference
- Support continuous improvement for the scrutiny function

1.3 For the fourth year the report is being produced as a simple scorecard. This approach is intended to highlight a small number of key indicators that illustrate four performance questions. These questions, which are intended to reflect a 'results based' approach, are:

- What was the impact of scrutiny?
- How well did we do it?
- How much did scrutiny affect the business of the Council?
- How much scrutiny did we do?

1.4 Charts have been added that show comparative data with previous years where available. Arrows on the main scorecard have also been added to indicate the direction of change for each measure.

1.5 The annual report was agreed by the Scrutiny Programme Committee on 13 July 2015.

1.6   Any comment made by Council will be considered by the Committee to inform future annual reports.

2.0   Financial Implications

2.1   There are no financial implications associated with this report.

3.0   Legal Implications

3.1   The Council Constitution requires that an overview & scrutiny annual report is produced each year although the style and content of the annual report is not prescribed..

4.0   Equality and Engagement Implications

4.1   There are no equality and engagement implications associated with this report.

Background Papers: None.

Appendices:
Appendix A – Scrutiny Annual Report 2014-15

Scrutiny Annual Report
2014/15

Contents

1.   Looking Back and Looking Forward

Councillor Mary Jones, Chair of the Scrutiny Programme Committee

The last year has been a year of improvement and development for scrutiny in Swansea. The single committee system, introduced in 2012, has become a normal part of how we do things and continues to attract interest from other Councils. The Wales Audit Office, as part of their recent corporate assessment, has confirmed that this is a flexible approach to scrutiny that allows councillors to follow their own interests. There is of course always room for improvement.

Once again we have used a scorecard approach and this allows us to compare what we have done with previous years. Some of our improved indicators include:

1. Average councillor attendance at scrutiny meetings (72%)
2. Number of chairs letters written to cabinet members (78)
3. Recommendations signed off by scrutiny as completed (80%)
4. Councillors who agree that scrutiny has a positive impact on the business of the Council (84%)
5. Staff who agree that scrutiny has a positive impact on the business of the Council (79%)

I am particularly pleased that we have done more pre-decision scrutiny this year. Although only two topics have been covered (ICT services and the proposed Lease of Underhill Park to Mumbles Community Association, the feedback we have had has been very good and I hope we can do more of this type of work in future.

I also believe strongly that an important role of scrutiny is to hold Cabinet members to account. For this reason I want to ensure that we take the time to engage fully with all 10 of the Council's Cabinet Members in a fair and balanced way. Over the last 12 months every Cabinet Member has come to the committee. Each has taken the time to provide us with information in advance and each has been extremely constructive in the individual question and answer sessions. However, I feel we can get more out of these sessions that contain so much that will be of interest to the public.

Scrutiny continues to be a topic of national significance. The recent Welsh Government White Paper; 'Power to Local People' underlines the continuing importance being placed on scrutiny as an essential element of local democracy and good governance. This focus on scrutiny at the national level is very welcome. However, recognition will also have to be given to the

increased demands on scrutiny councillors that will come with this increasing role.

In terms of learning and development there were certainly two highlights. The first was a development session with Ian Bottrill organised through the Centre for Public Scrutiny and the second was a visit to the Welsh Assembly to see how they approach public engagement in their scrutiny work. I am grateful to everyone who made these activities possible.

Looking forward we have identified six improvement outcomes that will provide a focus for us in the year ahead:

1. We need to talk more to cabinet members so that we can plan better and ensure that our work is making a difference

2. We need to align the work of scrutiny more closely to the five corporate priorities so that we can focus and impact on the things that matter.

3. We need more briefings and development sessions so that we have the knowledge and skills we need

4. We need more coverage in the media so that the public are more aware of our work

5. We need more members of the public contributing to scrutiny meetings so that we can reflect their views in our work

6. We need closer links with regulators and inspectors so that we can provide a more coordinated and effective challenge

I look forward to report back our progress next year.

Mary Jones

2.   Swansea Scrutiny Results Scorecard 2014-15

<table>
<tr><td rowspan="2">Scrutiny Practice</td><td>A. How much scrutiny did we do?</td><td>B. How well did we do it?</td></tr>
<tr><td>
1. Number of committee meetings = 21 ↑

2. Number of panel meetings/working groups = 99 ↑

3. Number of in-depth inquiries completed = 4 ↟
</td><td>
4. Councillors who say they have a good understanding of the work of scrutiny = 91% ↓

5. Staff who say they have a good understanding of the work of scrutiny = 58% ↑

6. Average councillor attendance at scrutiny meetings = 72% ↟

7. Backbench councillors actively involved in scrutiny = 77% ↓

8. Councillors who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 85% ↑

9. Staff who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 75% ↟
</td></tr>
<tr><td rowspan="2">Scrutiny Outcomes</td><td>C. How much did scrutiny affect the business of the Council?</td><td>D. What were the outcomes of scrutiny?</td></tr>
<tr><td>
10. Number of chairs letters written to cabinet members = 78 ↟

11. In depth inquiries reported to Cabinet = 4 ↓

12. Action plans agreed = 4 ↔

13. Follow ups undertaken = 4 ↟

14. Number of Cabinet reports subject to pre decision scrutiny = 2 ↟

15. Cabinet members who attended at least one question and answer session at the Scrutiny Programme Committee = 100% ↔
</td><td>
16. Scrutiny recommendations accepted or partly accepted by Cabinet = 90% ↓

17. Recommendations signed off by scrutiny as completed = 80% ↟

18. Councillors who agree that scrutiny has a positive impact on the business of the Council = 84% ↟

19. Staff who agree that scrutiny has a positive impact on the business of the Council = 79% ↟
</td></tr>
</table>

↓↟ = significant change, ↓↑ = small change, ↔ no change

3.   About the Indicators

A.   How much scrutiny did we do?

3.1   Number of formal committee meetings = 21

Formal committee meetings for scrutiny are held in public and give councillors the opportunity to hold cabinet members to account and provide challenge on a range of policy and service issues.

The committee meetings for 2014-15 were as follows:

- Scrutiny Programme Committee (12 meetings)
- Special Scrutiny Programme Committee – review of gypsy & traveller site search process (9 meetings)

Comparison with previous years:
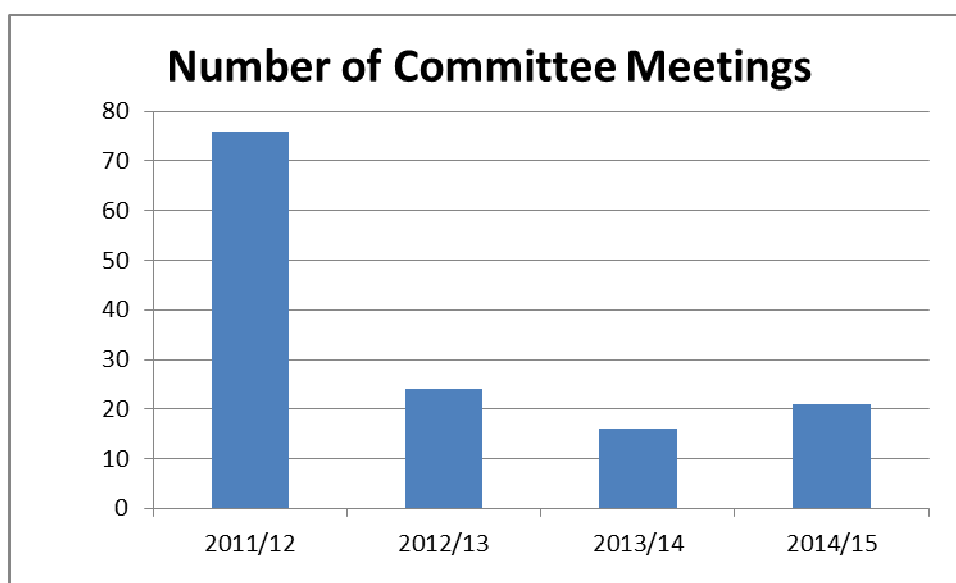
(Note: During 2012/13 before the Scrutiny Programme Committee was established three Scrutiny Boards were operating. In 2011/12 there were five boards and two committees)

3.2   Number of panel meetings/working groups = 99

Panel meetings and working groups are established by the Scrutiny Programme Committee with an appointed convener.

There are two types of panels:

Inquiry panels - these undertake in-depth inquiries into specific and significant areas of concern on a task and finish basis.

Performance panels - these provide in-depth monitoring and challenge for clearly defined service areas.

Working groups are one-off meetings established when a matter should be carried out outside of the committee but does not need a panel to be set up.

Comparison with previous years:
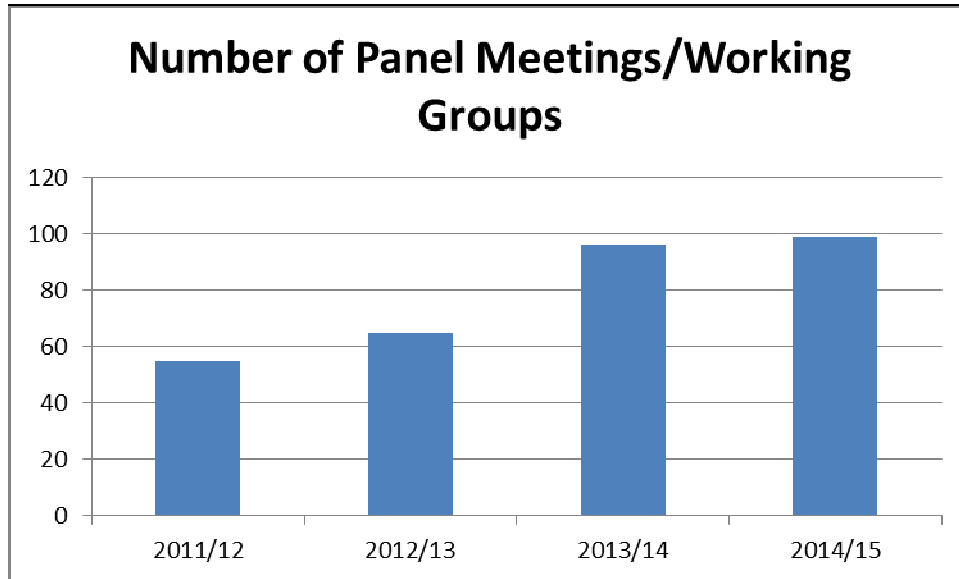
3.3 Number of in-depth inquiries completed = 4

Work on the following in-depth inquiries was completed during 2014-15:

| Inquiry	Panel
Open for Business: How can we increase inward investment to Swansea and the city region?	Inward Investment Inquiry Panel
Public Engagement: How can the Council improve its engagement practices?	Public Engagement Inquiry Panel
Improving Street Scene Services: How well does the Council maintain and keep clean the roads, footways and verges in Swansea, and what changes should it make?	Streetscene Inquiry Panel
Building an Independence Service: How can the Council and its partners best support older people to remain in their own homes?	Social Care at Home Inquiry Panel

Comparison with previous years:

Number of indepth inquiries completed

| Year	Value
2011/12	4
2012/13	4
2013/14	2
2014/15	4
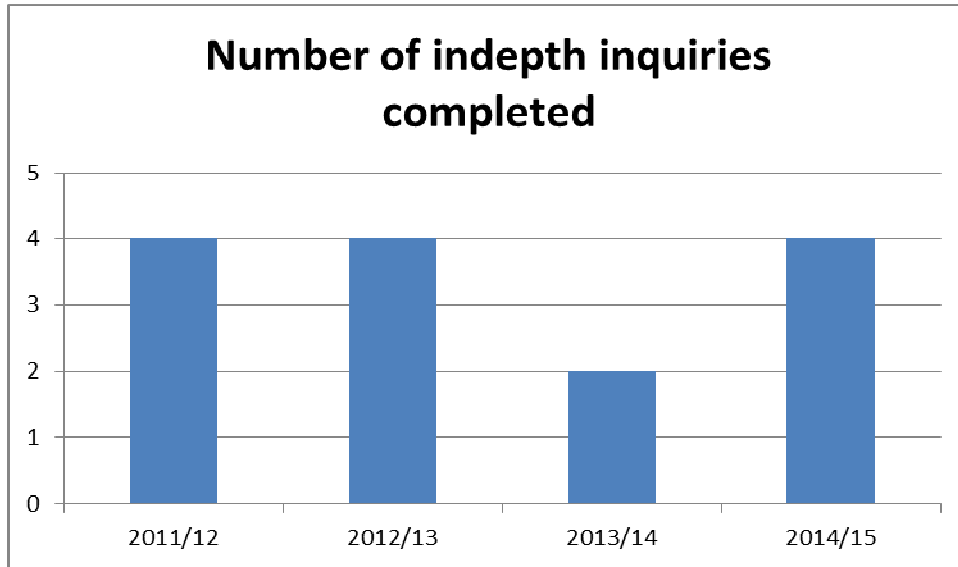
B.   How well did we do it?

3.4   Councillors who say they have a good understanding of the work of scrutiny = 91%

Awareness and understanding of scrutiny is an important aspect of effectiveness.   This data is collected via an annual survey of Councillors. The numbers of councillors who responded to the survey was 33 (46% of all councillors).

Comparison with previous years:

Councillors who say they have a good understanding of the work of scrutiny

Year	Value
2011/12	97%
2012/13	89%
2013/14	97%
2014/15	91%
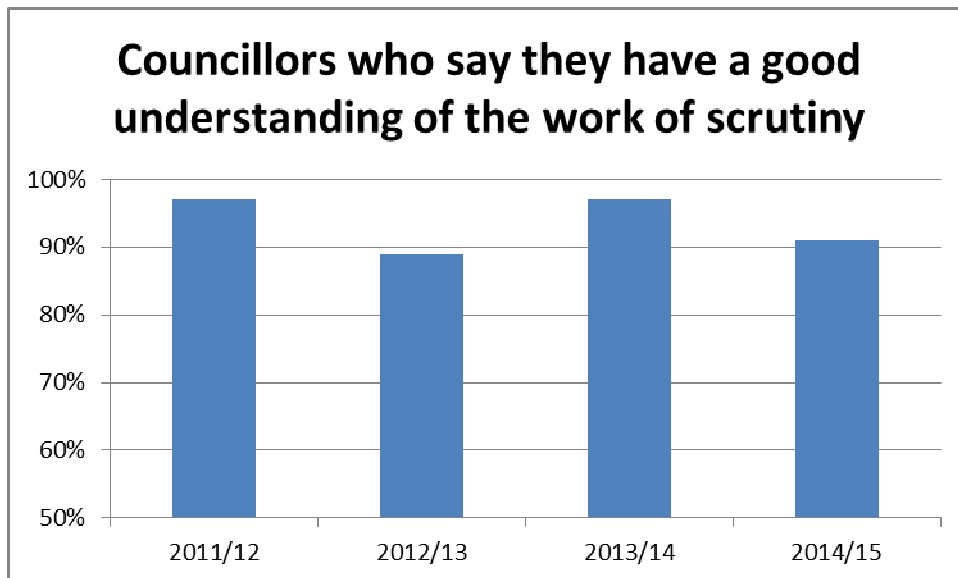
3.5   Staff who say they have a good understanding of the work of scrutiny = 58%

Awareness and understanding of scrutiny is an important aspect of effectiveness. This data is collected via an annual survey of staff and

partners. The number of people answering this question was 83 which is a low number from which to draw meaningful conclusions.

Comparison with previous years:

Staff who say they have a good understanding of the work of scrutiny

Year	Percentage
2011/12	42%
2012/13	71%
2013/14	53%
2014/15	58%
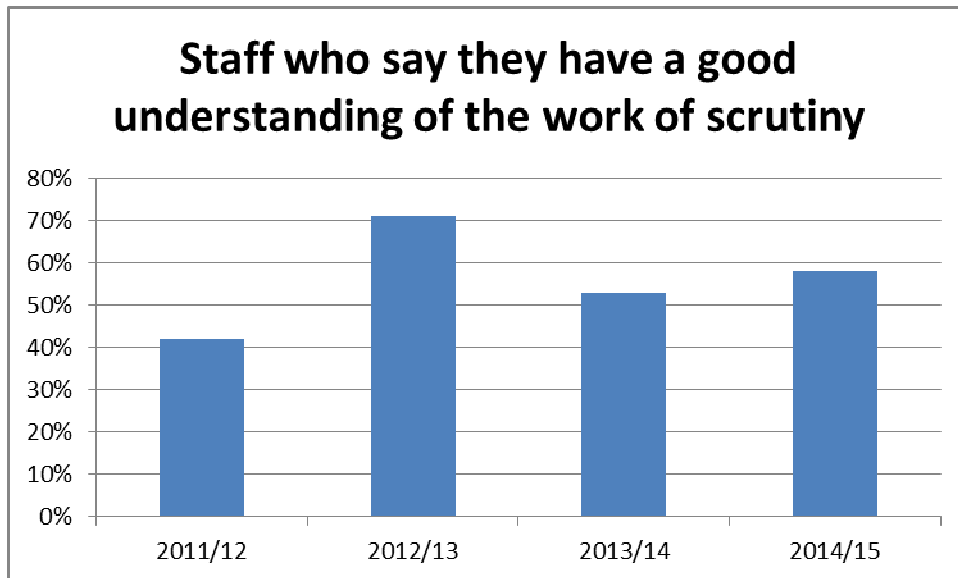
3.6   Average councillor attendance at scrutiny meetings = 72%

The rate of councillor attendance measures an important aspect of effectiveness as it reflects the engagement of councillors in the scrutiny process. Attendance figures for councillors attending formal meetings are collected by the Members Support Team and published on the Council's website. 2014/15's figure is an overall attendance figure that includes the Scrutiny Programme Committee, panel meetings and the working groups.

Comparison with previous years:

Average councillor attendance at scrutiny meetings

Year	Percentage
2011/12*	65%
2012/13	69%
2013/14	63%
2014/15	72%
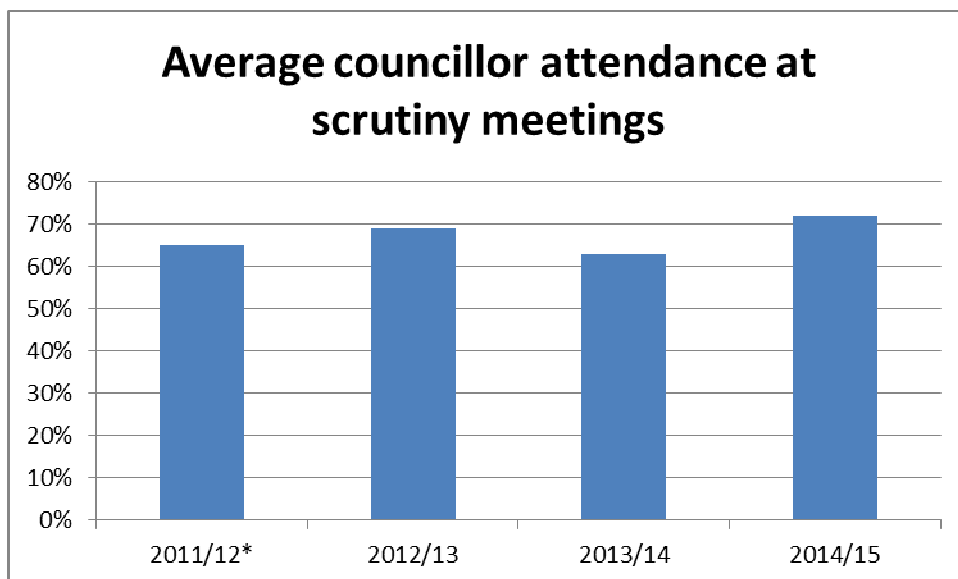
*formal meetings only

3.7   Backbench councillors actively involved in scrutiny = 77%

The large majority of backbench councillors were involved in scrutiny either through the Scrutiny Programme Committee, panels or working groups.
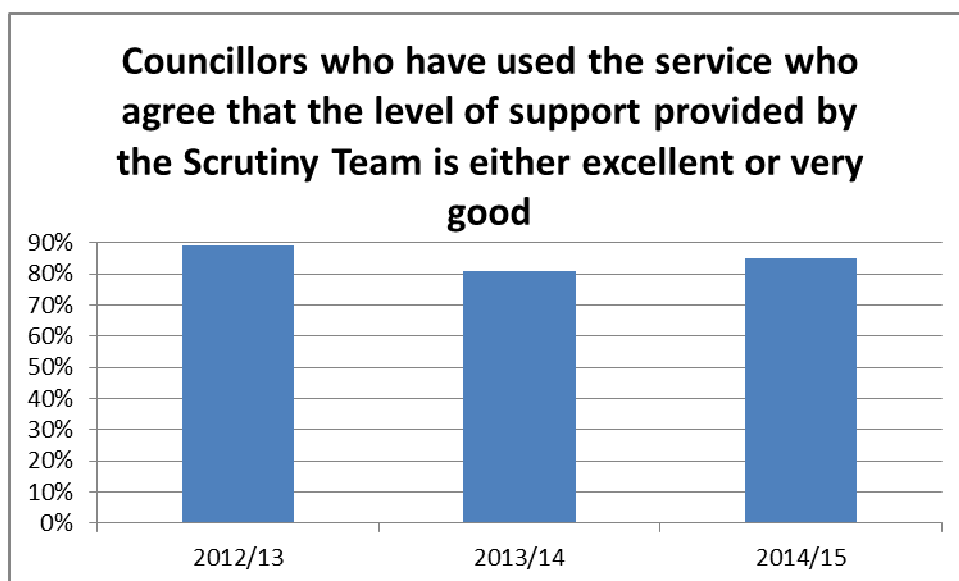
Comparison with previous years:
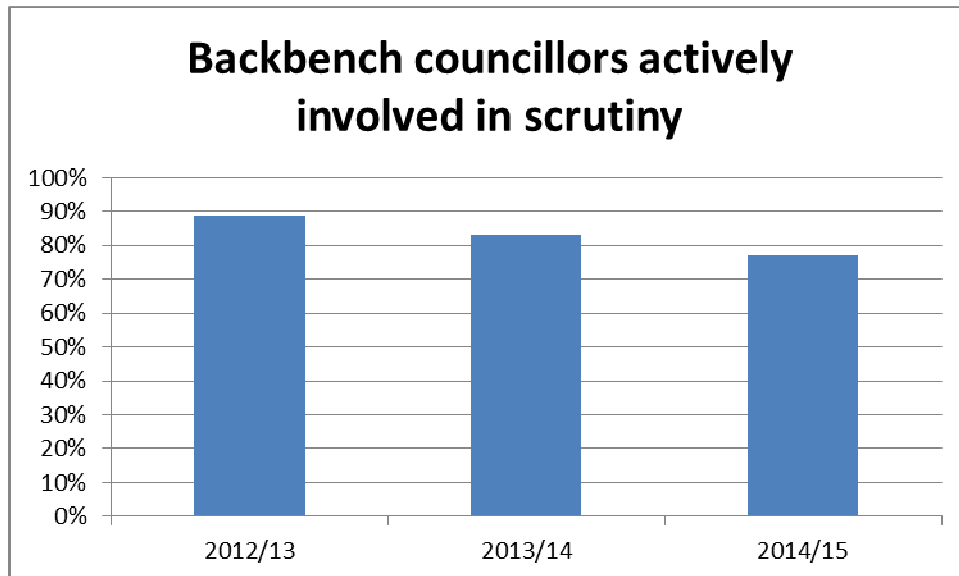
3.8   Councillors who have used the service who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 85%

The Scrutiny Team provides capacity for the committee and the panel meetings/working groups to undertake their work by undertaking, for example, project management, research, report writing and liaison with cabinet and witnesses. This data is collected via an annual survey of councillors. The number of councillors answering this question was 33.

Comparison with previous years:

3.9 **Staff who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 75%**

The Scrutiny Team provides capacity for the committee and the panel meetings/working groups to undertake their work by undertaking, for example, project management, research, report writing and liaison with cabinet and witnesses. This data is collected via an annual survey of staff and partners. Only those who have used the service are asked this question. The number of people answering this question was 12.

Comparison with previous years:

Staff who agree that the level of support provided by the Scrutiny Team is either excellent or very good
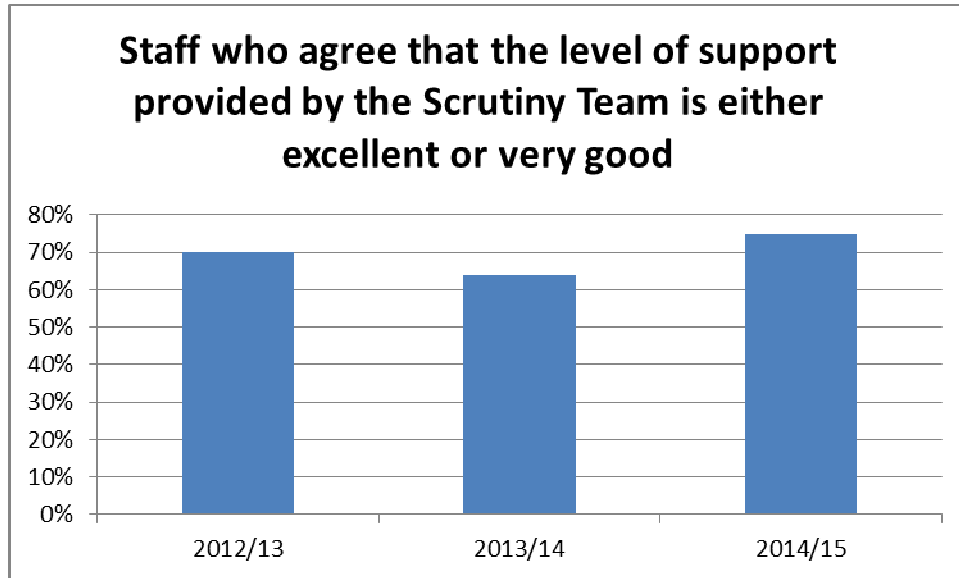
C. **How much did scrutiny affect the business of the Council?**

3.10 **Number of chairs letters written to cabinet members = 78**

Chairs letters allow the committee and panel meetings/working groups to communicate quickly and efficiently with the relevant cabinet members. They use these letters to raise concerns, highlight good practice, ask for further information and make recommendations.

Comparison with previous years:

Number of chairs letters written to cabinet members

	2011/12	2012/13	2013/14	2014/15
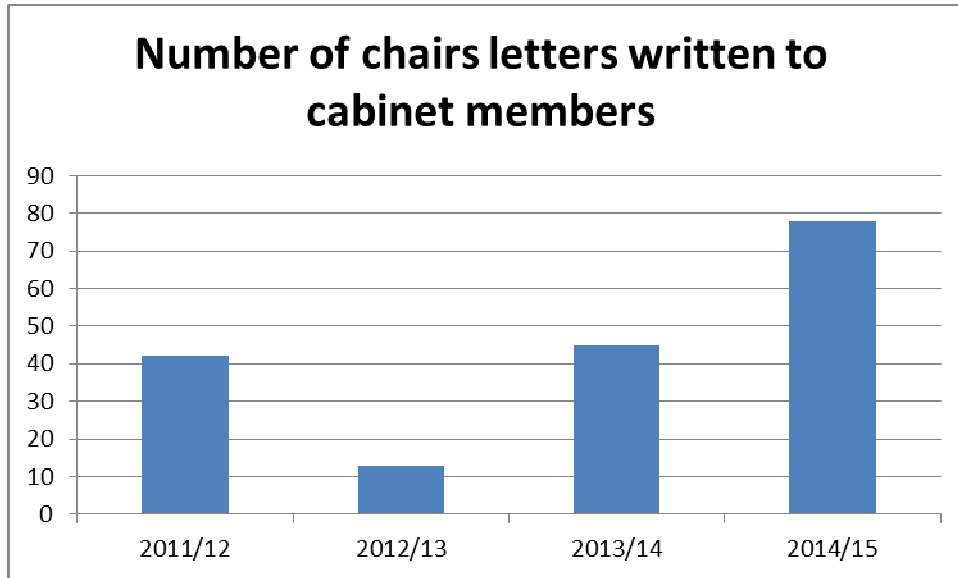
3.11 In-depth inquiries / reviews reported to Cabinet = 4

In depth inquiries are reported to Cabinet for a response to the recommendations agreed by scrutiny and action plan on how the recommendations will be implemented. The following in-depth reviews were reported to Cabinet from scrutiny with the number of recommendations from each shown in brackets:

- Inward Investment (12)
- Streetscene (21)
- Public Engagement (16)
- Social Care at Home (22)

Comparison with previous years:

In-depth inquiries / reviews reported to Cabinet

Year	Count
2011/12	3
2012/13	3
2013/14	6
2014/15	4
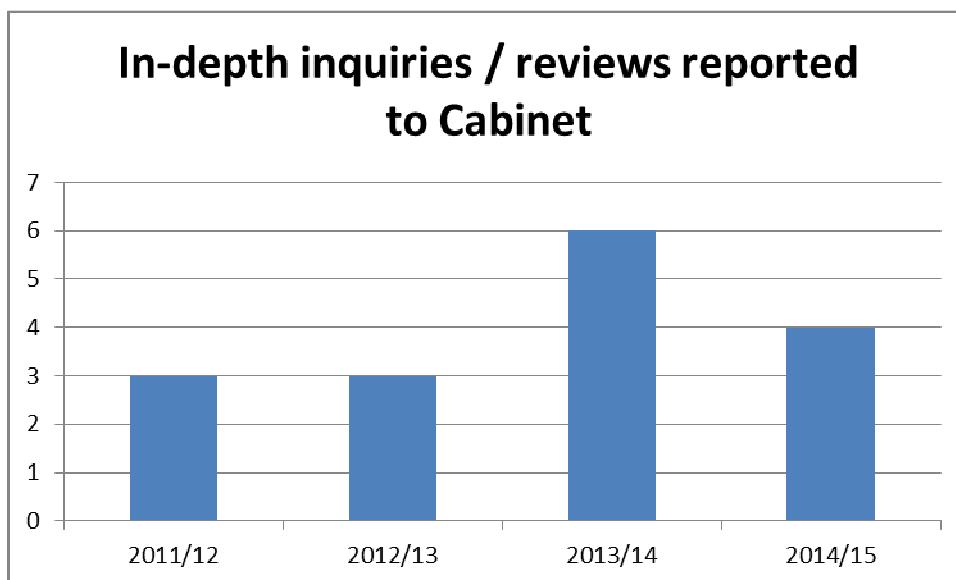
3.12   Action plans agreed = 4

Once recommendations and an action plan have been agreed by cabinet, scrutiny will follow up on progress with implementation and impact. The following action plans were agreed following in-depth inquiries during 2014-15:

• Inward Investment
• Streetscene
• Public Engagement
• Social Care at Home

Comparison with previous years:

Action plans agreed

| Year	Count
2011/12	5
2012/13	3
2013/14	4
2014/15	4

11
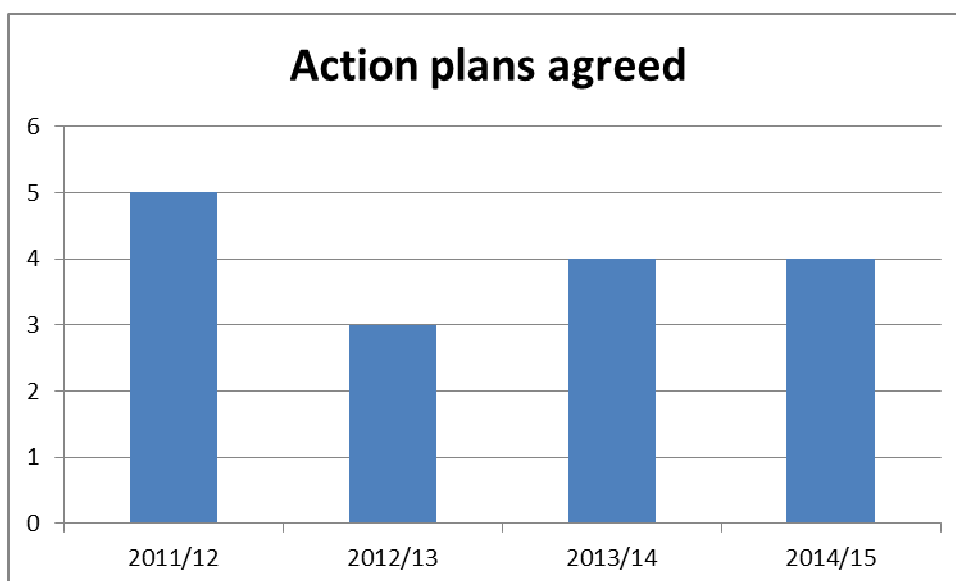
3.13 Follow ups undertaken = 4

In order to check whether the agreed action plans have been carried out, scrutiny will ask for follow up reports from cabinet members. If councillors are satisfied they can then conclude the work for that inquiry. The following follow ups were considered in 2014-15:

• Services for Looked After Children

• Tourism in Swansea

• Public Transport

• Affordable Housing

Comparison with previous years:
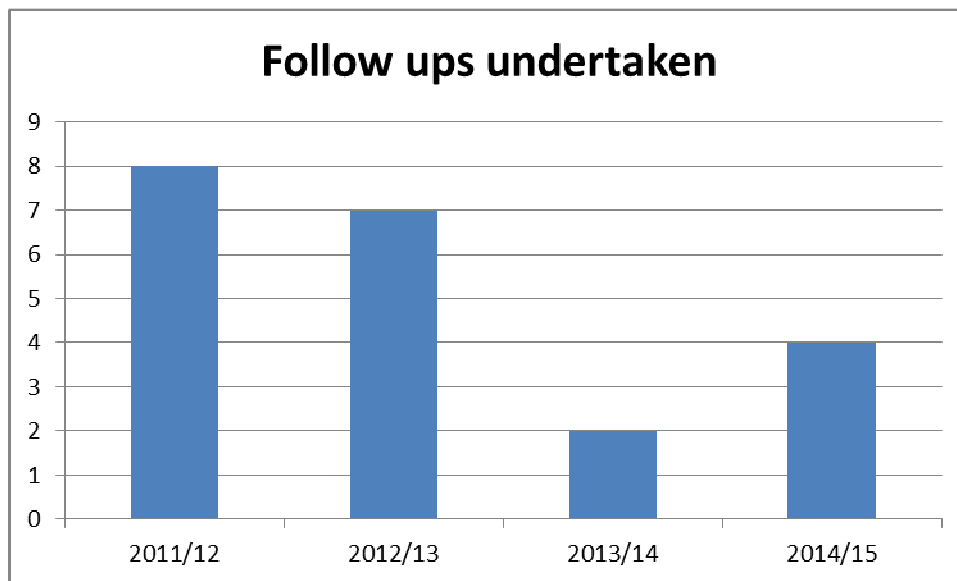
3.14 Number of Cabinet reports subject to pre decision scrutiny = 2

Pre decision scrutiny involves scrutiny councillors considering cabinet reports before cabinet makes a final decision. In 2014/15 2 cabinet reports were subject to pre decision scrutiny, these were:

• Proposed Lease of Underhill Park to Mumbles Community Association
• Everyone's IT - The Move to an in-House Managed ICT Service

Comparison with previous years:

Number of Cabinet reports subject to pre decision scrutiny
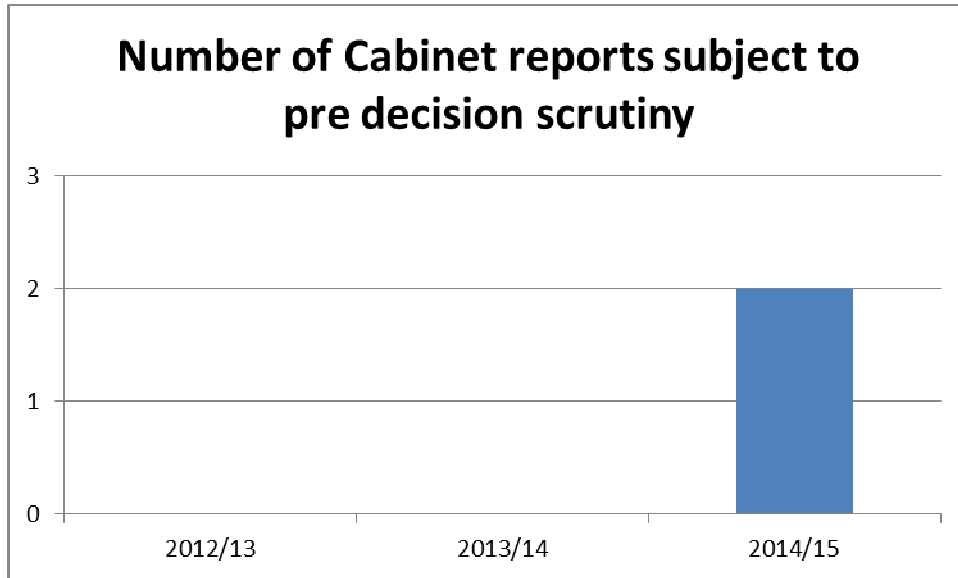
3.15 Cabinet members who attended at least one question and answer session at the Scrutiny Programme Committee – 100%

Cabinet members attend scrutiny meetings to answer questions and provide information. Cabinet attendance at scrutiny meetings is a good indicator that the 'holding to account' role of scrutiny is functioning well. In 2014/15 every Cabinet member attended at least one question and answer session at the Scrutiny Programme Committee. This indicator was added in 2013/14.

Comparison with previous years:

Cabinet members who attended at least one question and answer session at the Scrutiny Programme Committee
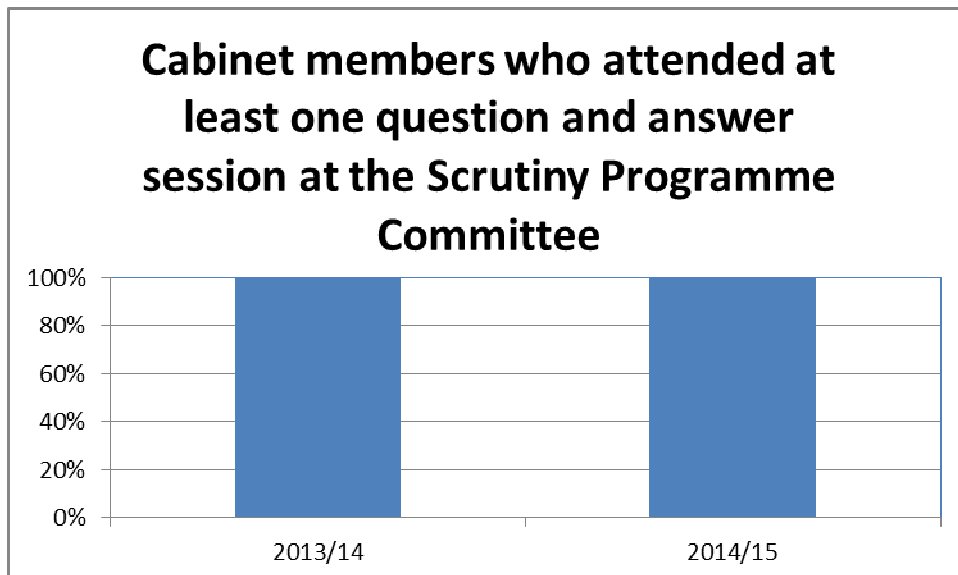
D.   What were the outcomes of scrutiny?

3.16   Scrutiny recommendations accepted or partly accepted by Cabinet = 90%

The rate that cabinet accept scrutiny recommendations is a good indicator of whether scrutiny is making strong recommendations based on robust evidence.   Cabinet responded to 49 scrutiny recommendations in 2014-15 of which 39 were accepted and 5 were partly accepted. 5 were rejected.
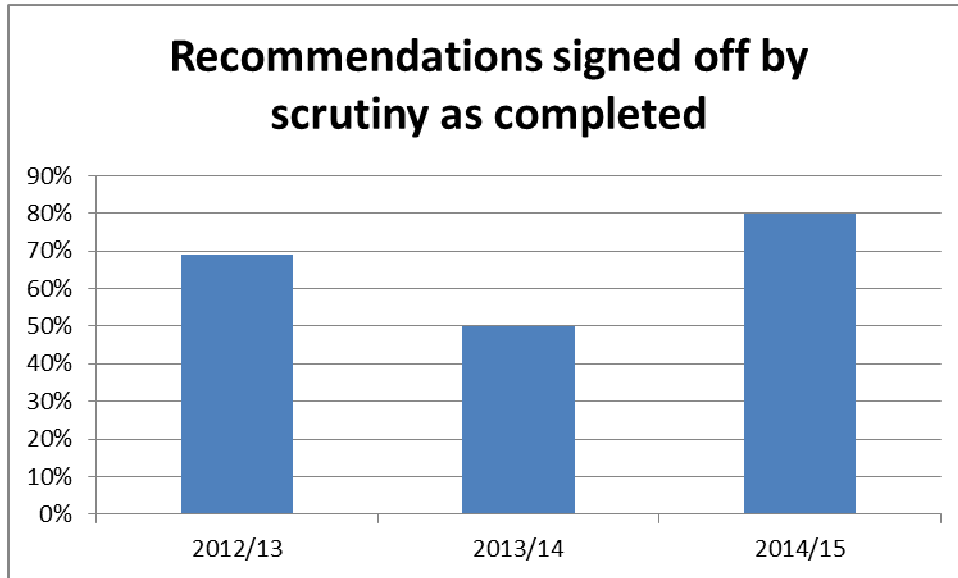
Comparison with previous years:
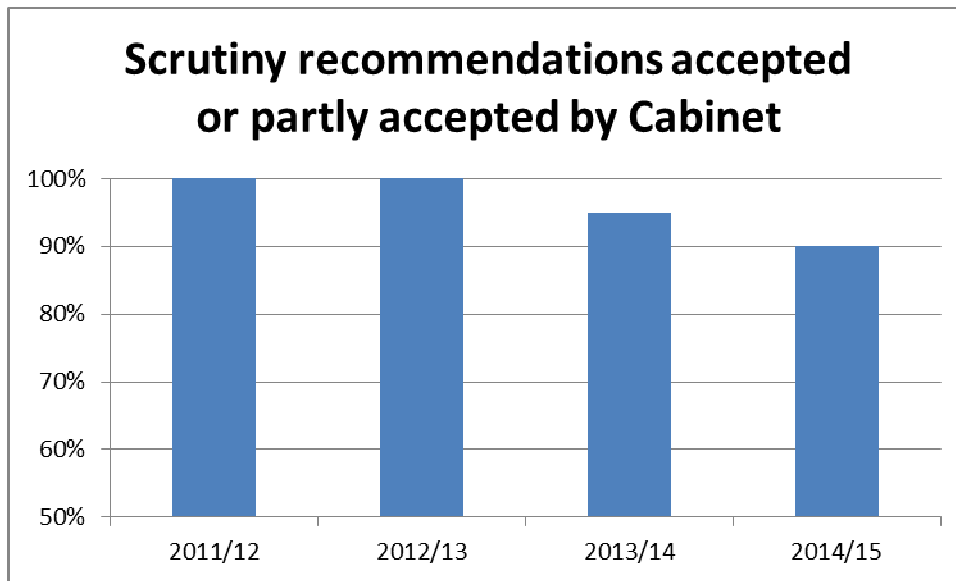
3.17   Recommendations signed off by scrutiny as completed = 80%

When follow up reports are presented to scrutiny they detail which of the recommendations from the in depth inquiry have been completed in line with the cabinet member's action plan and which have not. Scrutiny councillors then consider whether they agree with the assessment taking into account the evidence they are presented with. This indictor represents the percentage of recommendations accepted by scrutiny as being completed for the year (51 recommendations were considered of which 41 were signed off as complete).
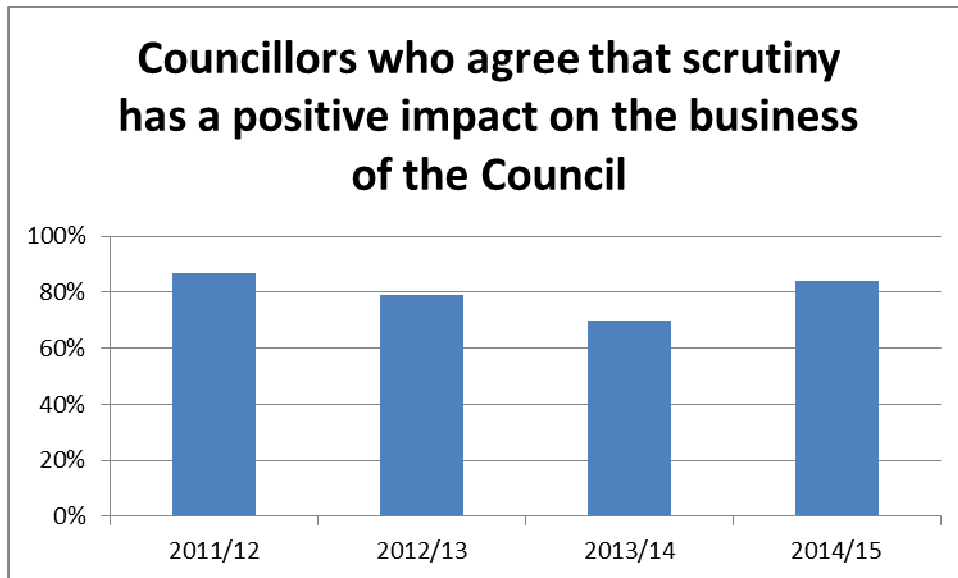
Comparison with previous years:

Recommendations signed off by scrutiny as completed

A bar chart titled "Recommendations signed off by scrutiny as completed" with a vertical axis ranging from 0% to 90%. Bars: 2012/13 approximately 69%, 2013/14 approximately 50%, 2014/15 approximately 80%.

3.18 Councillors who agree that scrutiny has a positive impact on the business of the Council = 84%

As part of an annual survey, councillors are asked whether they believe that scrutiny has made a difference. The numbers of councillors who responded to the survey was 33 (46% of all councillors).

Comparison with previous years:

A bar chart titled "Councillors who agree that scrutiny has a positive impact on the business of the Council" with a vertical axis ranging from 0% to 100%. Bars: 2011/12 approximately 87%, 2012/13 approximately 79%, 2013/14 approximately 70%, 2014/15 approximately 84%.

3.19 Staff who agree that scrutiny has a positive impact on the business of the Council = 79%

As part of an annual survey, staff and partners are asked whether they believe that scrutiny has made a difference. The number of people answering this question was 83.

Comparison with previous years:

Staff who agree that scrutiny has a positive impact on the business of the Council
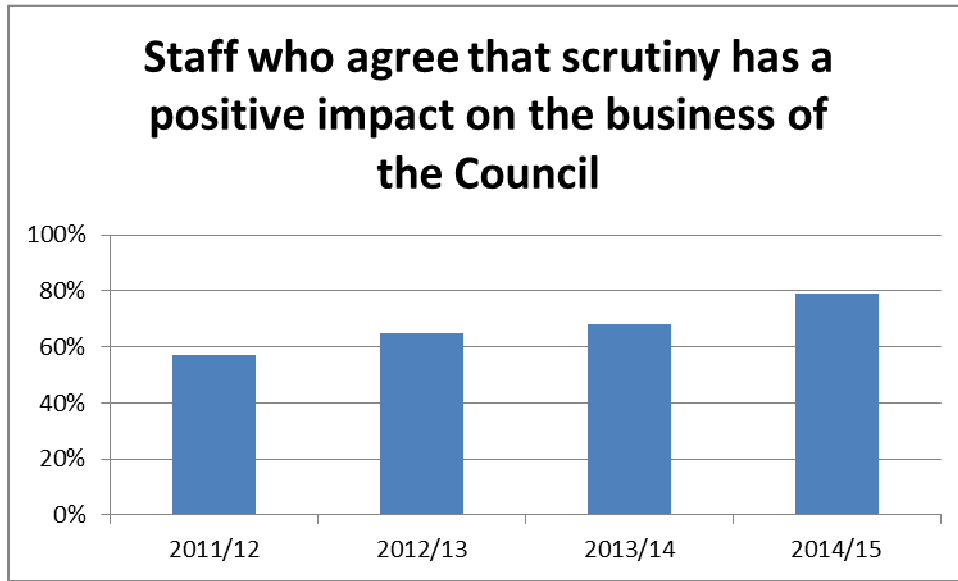
4.   Feedback and Improvement

This section gives a summary of what people have told us about scrutiny other than via the survey questions reported on as part of the scorecard. It draws on the text responses from our survey, feedback gathered from meetings and the recent reports from the Welsh Local Government Association Peer Review, Wales Audit Office Corporate Assessment and the CSSIW Performance Report. It includes the opinions of councillors, council officers, partners and inspectors.

4.1   How people see scrutiny

Scrutiny was defined by people in a number of ways:

- An internal regulatory function of the council
- Critical challenge to delivery of key Council business
- An opportunity to explain some of the most important issues to members and receive constructive feedback
- Evaluating council services and decisions and allowing us to establish what's working well and what needs more development for the future
- Research and investigation on how we operate and where we can work smarter for less
- An alternative look at our services
- Something that should be the raison d'etre for a backbench councillor
- A necessary activity to help ensure standards are met, objectives achieved etc

The Wales Audit Office described scrutiny like this:

> The Council's scrutiny structure consists of a formal Scrutiny Programme Committee, performance panels and time limited inquiry panels. The structure is intended to enable a more flexible response to issues through the establishment of time limited inquiry panels and affords members the opportunity to participate in the scrutiny of topics that matches their areas of interest

Generally speaking people see scrutiny as an important council function that is constructive, supportive, friendly and positive. For example:

- Good work being carried out - lots of positive evidence coming through
- Very positive with wide ranging topics across the authority
- Making an increasingly valuable contribution to the council's work.

The Wales Audit Office said that 'the Council's scrutiny's single committee structure enables a flexible and focussed approach'. The CSSIW described the scrutiny arrangements for child and adult services as 'effective and 'robust'.

Many also said that scrutiny is still developing, that it 'needs to have a clearer focus on outcomes and impact' as there is 'always room for improvement'.

Several people told us that scrutiny can be fragmented and that there are differences in the way that different panels work. Similarly the Welsh Local Government Association Peer Review team heard 'a range of different views on the effectiveness of these arrangements'.

4.2 What people like about scrutiny

When asked, people were able to point to a number of positive aspects of scrutiny in Swansea.

Several referred to way that scrutiny provides independent challenge to Cabinet members and council officers. For example:

- It acts as a critical friend with robust challenge and positive feedback
- An opportunity to challenge the executive and question senior officers
- It acts as an evaluation tool and requires Officers to review their area of service in light of comments/observations etc. made
- Evaluation of your services and decisions is vital if we are to improve
- It allows independent assessors to examine Council procedures and working practices and comment appropriately upon their findings
- Scrutiny has been an important part of our improvement journey
- Helps Cabinet Members to think about their whole portfolio

Similarly, the Welsh Local Government Association Peer Review team found 'a sense that scrutiny provided challenge' and that 'many members could identify occasions where it had made an impact'.

Linked to this the Wales Audit Office highlighted that there are 'clear processes in place for reporting the outputs of scrutiny work and for following up and monitoring the implementation of recommendations, as well as the responsibilities of the Cabinet in responding to recommendations'.

A second point raised by a number of people was the opportunity that scrutiny provides for backbench councillors to influence council business:

- The opportunity for all councillors to play a role and follow their interests.
- Enables all Councillors to have a role outside of Cabinet
- Gives a chance to stop and look at areas of concern
- The ability to bring matters of concern into the public domain.

This was also mentioned by the Welsh Local Government Association Peer Review team who reported that:

…some non-executive members felt the Scrutiny Panels provided a means for them to elevate and explore issues that were important to them, thereby increasing their involvement in council business and scope to influence.

A third prominent benefit of scrutiny in the feedback was the way that scrutiny helped to build the knowledge of backbench councillors:

- A chance to glean information
- Having in-depth advice on areas which panels are looking into
- It keeps all aware of the achievements and difficulties faced by services
- Councillors develop good depth to their knowledge when they engage with a panel over a period of time
- A good learning experience for a comparatively new Councillor like me. A good opportunity to experience other points of view.
- It is informative and interesting

Other good aspects of scrutiny highlighted by those feeding back included the openness of scrutiny, the cross cutting approach, the varied nature of the topics, the opportunity to look at issues in-depth and the support provided by officers.

4.3   How scrutiny could be improved

When asked about how scrutiny could be better, people highlighted a range of issues. The more prominent were:

- The length of time taken for some pieces of scrutiny work could be shorter
- Outcomes from scrutiny could be clearer
- Prioritise better so as not to try and do too much with limited resources
- Have a clearer relationship with the Cabinet Advisory Committees

Respondents also suggested that the scrutiny workplan could be aligned better with council priorities. This point was also made by the Welsh Local Government Association Peer Review Team who said that: 'There were some concerns that scrutiny needed to develop a stronger improvement role and that its focus should be more closely aligned to council priorities'. As a result they made the following recommendation:

> The Council should consider how scrutiny could be closely oriented towards the Council's top priorities by, for example, establishing inquiries shaped around them. This would help develop scrutiny's improvement role as well as ensuring activity and resources have maximum impact

The Wales Audit Office found during their Corporate Assessment that there was 'a lack of access to information about proceedings and to the information

provided to panel members'. However, as they noted in their report, steps have since been taken to improve this through Scrutiny Dispatches and the recently introduced Scrutiny Publications page on the council website.

Other issues raised by individuals included:

- Better opportunities to triangulate the perspectives of those with a) strategic responsibilities b) operational responsibilities and c) service users.
- Sometimes too eager to look for blame instead of focussing on learning and development.
- Not enough councillors are involved.
- Lack of time for questioning cabinet members
- Lack of robustness - scrutiny being too cosy at times
- Lack of understanding of the role of scrutiny by those being scrutinised
- Time should be set aside for public questions
- Better information about the work of scrutiny across all councillors
- An additional committee to share the workload
- Attendance can be poor - could be improved
- More co-opting to complement the knowledge of councillors
- Sometimes can get party political.

4.4   Looking back – what we have done to improve

Last year we agreed five improvement themes. Here is a summary of what we have done to address them:

Theme	What We Did
Impact: Making more of a difference	• Improved opportunities for pre-decision scrutiny: Two sessions held with positive feedback from scrutiny and cabinet members. • Measurable outcomes established at the outset of inquiries where possible – identifying the 'indicators we want to change'. • Stakeholder mapping introduced for inquiries • More dialogue with Cabinet about inquiry reports • Revised 'follow up' report for Cabinet Members considering the wider impact and involving stakeholders in the follow up process. • Impact of scrutiny is communicated better via press releases, blog posts and social media
Work Planning: Focusing on the things that really matter	• Changed the format of our annual work planning conference to include a greater focus on the corporate priorities • Improved links with Audit Committee and Democratic Service Committee (sharing of work plans, chairs attending meetings).

Public Engagement: Giving citizens a voice	• Reviewed our work against the National Principles of Public Engagement • Encouraged wider involvement in question setting by all Scrutiny Councillors and public through email, blog and social media. • Use of social media to promote significant stories e.g. scrutiny blog: www.swanseascrutiny.co.uk • Scrutiny Dispatches – a quarterly report to council on impact • Using partners to help, where appropriate, with consultations for scrutiny inquiries e.g. schools for young people • Engaging with stakeholders beyond completion of inquiries • On-line publications page developed to make the work of scrutiny more transparent and accessible: http://www.swansea.gov.uk/scrutinypublications
Training and Development: Ensuring we have the skills we need	• Public Engagement training provided, facilitated by Council's Consultation Coordinator. • Development session with the Centre for Public Scrutiny • Visit to the Welsh Assembly to learn about their approach to Public Engagement
Continuous Improvement: Getting better at what we do	• Held a review session for the Committee and Panel Conveners • Collected feedback and developed improvement proposals as part of the annual reporting process

4.5   Looking forward - what we need to change

Over the year we have had the benefit of a number of improvement activities including:

- Impact Action Plan agreed by the Scrutiny Programme Committee (July 2014)
- Communications Action Plan agreed by the Scrutiny Programme Committee (September 2014)
- Improvement session with the Centre for Public Scrutiny (January 2015)
- Wales Audit Office Corporate Assessment (June 2015)
- Wlesh Local Government Association Peer Review (November 2014)
- Scrutiny Programme Committee Improvement Session (March 2015)

We have reviewed all of these activities and the other feedback that we have received and produced a simplified set of improvement outcomes for the year ahead:

1. We need to talk more to cabinet members so that we can plan better and ensure that our work is making a difference

2. We need to align the work of scrutiny more closely to the five corporate priorities so that we can focus and impact on the things that matter.

3. We need more briefings and development sessions so that we have the knowledge and skills we need

4. We need more coverage in the media so that the public are more aware of our work

5. We need more members of the public contributing to scrutiny meetings so that we can reflect their views in our work

6. We need closer links with regulators and inspectors so that we can provide a more coordinated and effective challenge

Over the next 12 months we will work on practical ways to achieve these outcomes and improve scrutiny in Swansea.

Report of the Head of Legal, Democratic Services & Procurement

Council – 23 July 2015

WRITTEN RESPONSES TO QUESTIONS ASKED AT THE LAST ORDINARY MEETING OF COUNCIL

The report provides an update on the responses to Questions asked during the last Ordinary Meeting of Council on 25 June 2015.

FOR INFORMATION

1. **INTRODUCTION**

1.1 It was agreed at Council on 8 April 2010 that a standing item be added to the Council Summons entitled "Written Responses to Questions Asked at the Last Ordinary Meeting of Council".

1.2 A "For Information" report will be compiled by the Democratic Services Team collating all written responses from the last Ordinary Meeting of Council and placed in the Agenda Pack;

1.3 Any consequential amendments be made to the Council Constitution.

2. **RESPONSES**

2.1 Responses to questions asked during the last ordinary meeting of Council are included as Appendix A.

Background Papers: None

Appendices: Appendix A (Questions & Responses)

**Providing Council with Written Responses to Questions at Council –
23 June 2015**

1. **Councillor E W Fitzgerald**

Question:

What is the cost of sick absence to the Authority and what are the reasons for the sickness?

Response of the Leader:

COST OF SICKNESS ABSENCE – APR TO MAR 2014/15

- During April – March 2014/15, the equivalent of 65,849 FTE working days were lost to sickness.
- Assuming a full-time worker will work 235 days a year, this level of sickness   is equivalent to 280 full-time staff.
- If those staff are employed at around the mid-point of the pay scale (£21,734), this amounts to approximately £6 million

The cost highlighted above form part of the budgeted salary payments in respect of staff who are sick. Additional costs over and above this will only be incurred in specific areas where, for operational reasons, cover must be maintained. This information is difficult to produce.

TOP 10 REASONS FOR SICKNESS 2014/15

Reason	% lost
Stress	23.68%
Hospitalisation	9.38%
Back Injuries	7.40%
Stomach Complaints	6.64%
Lower Limb Injuries	5.27%
Personal	4.72%
Chest Infections	4.37%
Body Injuries	3.87%
Carcinoma/Cancer/Leukaemia	3.56%
Influenza/Cold	3.53%

2. **Mrs Lis Davies**

Question:

A cost of £11.6 million relating to sickness at Coventry Council and the position of CCS between 2013-2014 and 2014-2015. However the response made no reference to costs.

What were the monetary costs to CCS relating sickness levels between 2013-2014 and 2014-2015?

Response of the Leader:

COST OF SICKNESS ABSENCE – APR TO MAR 2013/14

- During April – March 2013/14, the equivalent of 58,182 FTE working days were lost to sickness.
- Assuming a full-time worker will work 235 days a year, this level of sickness is equivalent to 247 full-time staff.
- If those staff are employed at around the mid-point of the pay scale (£21,734), this amounts to approximately £5.3 million

COST OF SICKNESS ABSENCE – APR TO MAR 2014/15

- During April – March 2014/15, the equivalent of 65,849 FTE working days were lost to sickness.
- Assuming a full-time worker will work 235 days a year, this level of sickness is equivalent to 280 full-time staff.
- If those staff are employed at around the mid-point of the pay scale (£21,734), this amounts to approximately £6 million

The costs highlighted above form part of the budgeted salary payments in respect of staff who are sick. Additional costs over and above this will only be incurred in specific areas where, for operational reasons, cover must be maintained. This information is difficult to produce.

3. **Mrs Lis Davies**

Question:

Have the estimated Capacity figures for 2022 within the report taken into account the proposed new build allocations in the Draft LDP? Prime example being the student village, Sketty. If 300 houses were approved for the student village where would the children be educated? Parklands, Sketty and Hendrefoilan Schools are either near or at full capacity.

Response of the Cabinet Member for Education

The LDP developments are still under consideration and are subject to change. Figures do not include LDP implications as these are still at planning stage.

Additional information

If the Henderfoilan student village was developed with 300 units, the impact on education would depend on the number of 'houses' this site would generate.

A development of this size does not facilitate a new school building.

We are working with planners regarding potential impact of the LDP on education and will seek contributions from developers to provide improved or additional education accommodation.

4. **Mrs Lis Davies**

   Question:

   I also question the inaccurate figures relating to Dunvant School Number on roll 276 Capacity - 322 unfilled places - 46. There are presently 337 pupils attending Dunvant Primary; 61 more pupils than recorded in the report and 15 more than capacity. In view of the discrepancies, one would have to question the accuracy of the content within the report as a whole.

   Response of the Cabinet Member for Education:

   The figures quoted in the report are correct.

   There were 46 unfilled places in Dunvant Primary School as at January 2015.

   Surplus capacity is calculated by excluding both nursery pupils and nursery accommodation.

5. **Mrs Lis Davies**

   Question

   Whilst the response refers to the fact that the CCS has to pay the legal costs of the claimants, its makes no reference to any payment to an un-named pupil attending Bishop Vaughan Catholic School.

   (Q) Why has that detail been left out of the report?
   (Q) Would the Leader assure me that no further public money will be wasted on appealing the court ruling?

   Response of the Leader

   All Claimants were represented by the same firm of solicitors and as such any reference to the Claimants legal costs include the un-named pupil. The costs referred to are legal costs and are payable to the solicitors firm representing the group of claimants for their professional fees incurred.

   The Council will not be appealing the decision of HHJ Wyn Williams.

6. **Councillor A M Day**

   Question:

   The surplus capacity figures for Primary Schools of 12.08% as outlined on page 59, hides the difference between English and Welsh education. The Authority needs to ensure that there is sufficient capacity for Welsh medium education. What measures and mechanisms are in place to address this?

Response of the Cabinet Member for Education:

The QEd Programme identifies a proposal for an additional Welsh Medium Primary School and that is being progressed.

Proposals are being considered to increase the capacity at Gwyr (use of the vacated Gowerton Infant site from 2016). All schools are kept under review where projected overcapacity is identified and this includes all Welsh medium provision.