

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

SCRUTINY PROGRAMME COMMITTEE

At: Committee Room 1, Civic Centre, Swansea

On: Monday, 13 July 2015

Time: 4.30 pm

Summary: This is the agenda pack for a meeting of the Scrutiny Programme Committee taking place on the 13th July 2015. The main items are a question and answer session with the Leader of the Council, the Service Improvement & Finance Scrutiny Performance Panel, the final report of the Corporate Culture Inquiry Panel, and the Scrutiny Annual Report 2014/15. Background reports are included.

AGENDA

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| | To approve and sign as a correct record the Minutes of the Scrutiny Programme Committee held on 13 April, 2015 and 19 May, 2015. | |
| 5 | Role of the Scrutiny Programme Committee. | 13 - 20 |
| 6 | Cabinet Member Question Session: Leader of the Council (Chair of Cabinet).
<i>(Councillor Rob Stewart attending).</i> | 21 - 36 |
| 7 | Final Scrutiny Inquiry Report: Corporate Culture.
<i>(Councillor Andrew Jones, convener - attending).</i> | 37 - 58 |
| 8 | Scrutiny Performance Panel Progress Report - Service Improvement & Finance.
<i>(Councillor Chris Holley attending).</i> | 59 - 63 |
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	Activity	Meeting Date	Correspondence
a.	Committee	16 Feb	Letter to / from Cabinet Member for Environment & Transportation
b.	Committee	16 Mar	Letter to / from Cabinet Member for Anti Poverty
c.	Committee	16 Mar	Letter to / from Cabinet Member for Housing & Communities
d.	Planning Services Working Group	19 Mar	Letter to / from Cabinet Member for Enterprise, Development & Regeneration
e.	Committee	13 Apr	Letter to Cabinet Member for Enterprise, Development & Regeneration
f.	Committee	13 Apr	Letter to / from Cabinet Member for Transformation & Performance
g.	Education Inclusion Inquiry Panel	11 May	Letter to Cabinet Member for Education
h.	Sustainability Working Group	9 June	Letter to Cabinet Member for Transformation & Performance

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- a. Publication of Wales Audit Office Annual Improvement Report (incorporating the Corporate Assessment Report 2014) – Comments on Scrutiny.

14 Upcoming Scrutiny Events.

15	For Information: Audit Committee Work Plan.	209 - 210
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16 Date and Time of Future Committee Meetings for 2015/16 Municipal Year (all at 4.30 p.m. except where noted):

10 August 2015	14 December 2015	14 March 2016
14 September 2015	11 January 2016	11 April 2016
12 October 2015	8 February 2016	9 May 2016
16 November 2015		

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

Topic	Approach	Date	Time	Venue Civic Centre (CC) Guildhall (GH)
Inward Investment	Inquiry Panel (follow up)	14 Jul	4.30 pm	Chamber Meeting Room (CC)
School Governance	Inquiry Panel	15 Jul	4.00 pm	Room 1.2.1 (CC)
Schools	Performance Panel	16 Jul	4.00 pm	Chamber Meeting Room (CC)
Education Inclusion	Inquiry Panel	21 Jul	3.30 Pm	Room 110 (GH)
Transformation of Adult Social Services	Panel	27 Jul	2.00 pm	Committee Room 5 (GH)
School Governance	Inquiry Panel	30 Jul	4.00 pm	Committee Room 6 (GH)
Child & Family Services	Performance Panel	3 Aug	2.00 pm	Committee Room 6 (GH)
Service Improvement & Finance	Performance Panel	12 Aug	1.30 pm	Committee Room 3A (GH)

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

Connect with Scrutiny:

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

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Patrick Arran

Head of Legal, Democratic Services & Procurement

Tuesday, 7 July, 2015

Contact: Democratic Services - Tel: (01792) 636923

SCRUTINY PROGRAMME COMMITTEE (16)

Labour Councillors: 11

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

Liberal Democrat Councillors: 3

M H Jones	P M Meara
J W Jones	

Independent Councillor: 1

E W Fitzgerald	
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Conservative Councillor: 1

A C S Colburn	
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Co-opted Members:

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

Officers:

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

Email:

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

Total Copies: 30

Disclosures of Interest

To receive Disclosures of Interest from Councillors and Officers

Councillors

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

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

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

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

Officers

Financial Interests

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

CITY AND COUNTY OF SWANSEA

MINUTES OF THE SCRUTINY PROGRAMME COMMITTEE

HELD AT COMMITTEE ROOM 2, CIVIC CENTRE ON MONDAY,
13 APRIL 2015 AT 4.30 PM

PRESENT: Councillor M H Jones (Chair) Presided

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

Co-opted Members:

D Anderson-Thomas, S Joiner.

Also Present:

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

204 **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors A M Cook, J P Curtice and R V Smith.

The chair welcomed Councillor David Lewis who was attending his first committee meeting since being recently appointed by Council.

205 **DISCLOSURES OF PERSONAL & PREJUDICIAL INTEREST.**

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

Councillor C E Lloyd - personal - Minute No. 108 – Work for the DVLA.

Councillor D J Lewis - personal - Minute No. 108 – Work for the DVLA.

Mrs S Joiner– personal – Minute No. 108 – Member of The Friends of Pennard Library.

206 **PROHIBITION OF WHIPPED VOTES AND DECLARATION OF PARTY WHIPS.**

In accordance with the Local Government (Wales) Measure 2011, no declarations of Whipped Votes or Party Whips were declared.

207 **MINUTES:**

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

208 **CABINET MEMBER QUESTION SESSION:**

a. **Cabinet Member for Enterprise, Development and Regeneration**

The Committee took the opportunity to question Councillor R Francis-Davies, Cabinet Member for Enterprise, Development and Regeneration.

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

The Cabinet Member referred to the City Centre Strategic Framework. It was the view that unless there is a robust, vibrant City Centre then the Region will not be strong region. The re-development of St David's and the City Centre would create more vibrancy and help regenerate the City Centre.

The question session led to discussion of the following:

- The need to encourage people to reside within the City Centre;
- The implications of out-of-town shopping parks and online retailing on the City Centre;
- Proposals in relation to the development of good quality student accommodation within the City Centre to cater for the 8,000 more students as a result of Swansea University's expansion;
- The opportunities for joint working with Carmarthen and Swansea Universities in respect of a joint Archives Service;
- The relocation of the Central Library;
- The plans by the University of Wales Trinity St David (UWTSD) regarding the development of SA1;
- Proposals for the North Dock;
- The implications of the Local Development Plan in relation to housing;
- Consultation with Developers in relation to linking St David's to the Waterfront;
- Future bids in respect of the City of Culture in 2021 which would be dependent on the Council budget and what the Council decides as priorities.
- Work being undertaken in respect of the development of a Cultural Strategy;
- The procedure for developers' offers in respect of Civic Centre;

- Progress with the plans for a Science City;
- Timescales for responses in respect of the City Centre Strategic Framework consultation;
- The proposed purchase of Oceana on the Kingsway for the purpose of office accommodation;
- The proposals for the traffic flow on the Kingsway and the need to ensure it is safe for pedestrians, cyclists, motorists and works for retailers; and
- Timescales in relation to the review of Libraries;
- Special Events, including road races.

The Chair thanked the Cabinet Member for Enterprise, Development and Regeneration for his attendance.

b. Cabinet Member for Transformation and Performance

The Committee took the opportunity to question Councillor C E Lloyd, Cabinet Member for Transformation and Performance.

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

The Cabinet Member advised that his Portfolio focused on 6 key areas. A large majority of work had been spent developing Sustainable Swansea and the Budget. He reported that exciting projects were taking place despite the difficult financial circumstances.

Amongst these he stated that an Innovation Programme had been established; a number of reviews were being carried out as part of the Sustainable Swansea programme to examine specific areas of the Council; improvements had been made to the Corporate Plan (with 5 key priorities) to make it more accessible; a progressive digital culture was being developed; and work was being done to develop a more commercial approach to council business, in order to generate income at a time when budgets were being reduced.

The Chair referred to a question submitted by a member of the public, whose company was involved in the sustainable reuse / recycling of waste electrical and electronic equipment. She posed the question which asked the Cabinet Member (who has sustainable development and future generations within his portfolio) whether he would be embarrassed if a Swansea Company were to establish itself in Spain, before Wales?

The Cabinet Member confirmed that he would be embarrassed, however he stated that the Authority has led the way in Sustainable Development, which the Welsh Government has recognised. He referred to the work in respect of a district heating scheme and Sustainable Development becoming part of Local Authority's day to day thinking. Reference was made to using a balanced scorecard to ensure a more balanced view of organisational performance. He stated that he would be happy to meet the questioner to discuss any issues further.

The Cabinet Member also detailed his role, the role of Officers and Members in the commissioning reviews taking place under Sustainable Swansea.

Members discussed the following:

- The corporate change agenda;
- The implications of the Wellbeing and Future Generations Bill on public bodies;
- The development of commercialism in the Council and the opportunity to work with other large sector organisations;
- Financial benefits derived from sustainable development;
- Tackling rural deprivation by ensuring a digital inclusion strategy is in place;
- The transition arrangements with Capgemini over the ICT service.

The Chair thanked the Cabinet Member for Transformation and Performance for his attendance.

RESOLVED that the Chair of Scrutiny Programme Committee write to the Cabinet Member for Enterprise, Development and Regeneration and the Cabinet Member for Transformation and Performance reflecting the discussion and sharing the views of the Committee.

209 **SCRUTINY PERFORMANCE PANEL PROGRESS REPORT - LOCAL SERVICE BOARD (COUNCILLOR MARY JONES).**

The Chair paid tribute to the former Chair of the Scrutiny Programme Committee, Councillor A M Day, under whose chairmanship the Local Service Board Scrutiny Performance Panel was established.

The following achievements/impact were noted:

- A number of key issues/questions were raised by the Panel throughout the development phase and sessions. These have been used to move the scrutiny work of the Panel forward and to get the Panel to a stage where they are ready to undertake more in depth scrutiny of the work of the LSB.
- The Panel has agreed its preferred approach for the Work Plan 2015/16 - to select an annual LSB priority from the One Swansea Plan to look at in-depth in order to extrapolate findings and conclusions on the effectiveness of the Local Service Board. The overarching question that the panel is seeking to address is "*What difference is Swansea Local Service Board making for citizens?*" In order to assist the Panel explore and answer this question within the context of the LSB, a number of key questions have been agreed.
- The Panel has narrowed the priority down to 2 - Domestic Abuse and Older People's Independence. Both have recently been the focus of the LSB's new workshop style approach. The panel will look at the Older People's Independence challenge first.

- As a result of points raised by the Panel around communication and visibility of the LSB, the LSB has now agreed that members of the public will be allowed to attend LSB meetings from July onwards.
- To improve the One Swansea Plan Annual Review process, the convener's letter (March meeting) to the Chair of the LSB raised a number of recommendations and suggestions:
 - There should be greater visibility of the indicators that track the aspirations for each Challenge within the One Swansea Plan.
 - The LSB should introduce a system that shows the status of each indicator. An example of this is the RAG (traffic light) system which is used to measure and track performance.
 - The LSB should introduce a clear mechanism that outlines the priorities of their work plan for the forthcoming year.

In relation the future work programme, Councillor Jones stated that:

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

RESOLVED that the report be **NOTED**.

210 **ANNUAL WORK PROGRAMME REVIEW 2014-15.**

The Scrutiny Co-ordinator stated that the purpose of the report was to assist Councillors take stock of the work done during the municipal year and reflect on the experience. The Committee were also encouraged to consider topics that may be examined in the forthcoming municipal year.

The report provided the committee with:

- A summary of the work of the Committee and the overall scrutiny work programme
- Feedback on the performance of scrutiny and the councillor survey
- A summary of improvement activities carried out
- A list of outstanding work that may be carried over

Members were invited to give views about the work programme and experience of scrutiny to help evaluate how well things have worked and identify areas for improvement. The committee considered the information provided and the following issues were raised during discussion:

Practice:

Overall Work Programme

- Scrutiny too wide / superficial not deep

- Too many small pieces of work
- More in-depth work would be better
- Scrutiny better when it is being forensic and investigative

Scrutiny of Cabinet

- Not enough scrutiny of cabinet members – some have particularly large portfolio responsibilities
- More pre-decision scrutiny – examples from last year worked well (e.g. Underhill Park). Scrutiny should be more aligned with decision-making, particularly with a lot of work going on e.g. city centre regeneration
- Idea of focussing on a few cabinet members to look at everything they do – or assign responsibility to individual committee members to 'shadow' cabinet members and report back to committee
- Questioning of cabinet members could be stronger

Participation

- More councillors should be involved in scrutiny

Environment:

- Officers willingness to engage with scrutiny / support the scrutiny process is inconsistent across the Council
- Feeling that organisational support generally for scrutiny lacking

Some ideas for future scrutiny were shared:

- Planning S.106 agreements
- Western Bay – need to move quicker on establishing scrutiny arrangements

There was also a discussion about dealing with information and acknowledgement that, although rarely necessary, the committee could resolve to go into closed session should it wish to consider matters that could not be discussed in public e.g. an issue of commercial sensitivity.

The Chair referred to the annual councillor scrutiny questionnaire, and reminder those who had not completed the survey to do so.

The chair also proposed a date for the annual scrutiny work plan conference, which will enable all scrutiny councillors to participate in the identification of potential scrutiny topics, based on relevant advice.

The committee also noted a public request for scrutiny in relation to the Blue Badge Scheme application process. Having sought advice from the relevant Head of Service the chair proposed that no action be taken however that the Head of Service be instructed to write to the member of the public responding to the issues raised. The chair summarised the advice received pointing out the process is being applied consistently as per Welsh Government guidance, however that the Leader of the Council is aware of issues and is in dialogue with the Welsh Government about the situation in Swansea.

RESOLVED that:

- a. the Annual Scrutiny Work Planning Conference be held on 8 June 2015, in place of the scheduled committee meeting;
- b. no action be taken following the public request for scrutiny on the Blue Badge Scheme however the Head of Service be asked to write back to the member of public.

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

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

RESOLVED that Councillor J Stanton be added to the Membership of the Transformation of Adult Social Services Panel.

212 **SCRUTINY LETTERS:**

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

The Chair referred to a further letter from a parent of Parkland Primary School regarding the proposed land sale and requesting scrutiny over the issue of a Childrens' Rights Impact Assessment. With reference to the letter from the Cabinet Member for Services for Children and Young People within the agenda she summarised the advice received and proposed no action as a review of the sale of school land is already taking place, and no clear proposals or decisions have been made, and clarification has been provided on when impact assessments would be carried out. The Chair stated that she would write back to the parent accordingly to inform of the view of the committee and to clarify the role of the scrutiny in this matter.

RESOLVED that the Scrutiny Letters Log be **NOTED**.

213 **FEEDBACK FROM RECENT SCRUTINY EVENTS:**

The Chair fed back on the recent National Conference on Scrutiny, Partnership, Collaboration and Regulation (held on 27 March, 2015). The conference, facilitated by Cardiff Business School, several local authorities, Welsh Government and the Centre for Public Scrutiny, was about shared accountability. It focused on developing joint scrutiny, the interface between internal scrutiny and external review, and public service accountability in Wales. Of particular interest was the launch of a new handbook on joint scrutiny, produced by Cardiff Business School, which provides a step by step guide to joint scrutiny.

Feedback was also given on the Welsh Government Regional Engagement Event (held on 31 March, 2015). The purpose of the event was to raise awareness of the proposals set out in the White Paper on Reforming Local Government and

engagement on the vision for Local Government in Wales. This is currently out for consultation open until 28 April. The following was noted:

- Paper contains some clear provisions for legislation but some aspects are a little less clear and require debate, so comments will influence thinking
- Drivers for change: financial situation; Local Government resilience / changing nature of service delivery; increased devolution to Welsh Government
- Paper covers 3 main areas:
 - Operation of democratic processes / relationship between central and local government
 - Less direction from central government, increased choice and power to innovate locally
 - Clarity of respective roles between leaders/executives and officer Executive Boards
 - Diversity in elected membership
 - Management of Corporate Governance / Corporate Improvement and local accountability
 - Less emphasis on external review by auditors, more emphasis on internal review / assurance through framework of self-assessment by executives / senior management and assurance carried out through Audit Committees and Scrutiny.
 - Developing relationship between external review bodies and scrutiny to strengthen role of scrutiny in improvement process – auditors / inspectors engaging with scrutiny to help scrutiny ask for the right information / the right questions to challenge and support improvement
 - Relationship between local government and communities
 - Reliance on communities and engagement over asset transfer e.g. running local facilities
 - Proposes model of local area 'boards' (mix of councillors, public services, community representation) to identify local priorities / operational issues
 - Clustering of community and town councils with increased freedom to deliver improvements
- Draft Bill expected Autumn 2015
- New Bill likely to be delivered after Welsh Government elections in 2016

RESOLVED that the Scrutiny Co-ordinator circulate:

- (a) web-link to the Welsh Government consultation on the White Paper; and
- (b) copy of the handbook on joint scrutiny

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

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

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

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

The meeting ended at 6.39 pm

CHAIR

CITY AND COUNTY OF SWANSEA

MINUTES OF THE SCRUTINY PROGRAMME COMMITTEE

HELD AT COUNCIL CHAMBER, GUILDHALL, SWANSEA ON TUESDAY,
19 MAY 2015 AT 5.00 PM

PRESENT:

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

1 **TO SUSPEND COUNCIL PROCEDURE RULE 12 "CHAIR OF MEETINGS" IN ORDER TO ALLOW THE PRESIDING MEMBER TO PRESIDE OVER THE UNDER MENTIONED AGENDA ITEMS.**

RESOLVED that Procedure Rule 12 be suspended in order to allow the Chair of Council to preside over this meeting.

(COUNCILLOR D W W THOMAS PRESIDED)

2 **TO ELECT A CHAIR FOR THE MUNICIPAL YEAR 2015 - 2016.**

RESOLVED that Councillor M H Jones be elected Chair for the 2015-2016 Municipal Year.

3 **TO ELECT A VICE CHAIR FOR THE MUNICIPAL YEAR 2015 - 2016.**

RESOLVED that Councillor R V Smith be elected Vice-Chair for the 2015-2016 Municipal Year.

4 **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors R A Clay, J W Jones, and M H Jones.

5 **DISCLOSURES OF PERSONAL & PREJUDICIAL INTEREST.**

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

The meeting ended at 5.30 pm

CHAIR

Report of the Chair

Scrutiny Programme Committee – 13 July 2015

ROLE OF THE SCRUTINY PROGRAMME COMMITTEE

Purpose	To ensure understanding about the role of the Scrutiny Programme Committee.
Content	This report provides a description of the Council's overview and scrutiny arrangements. The terms of reference of the Scrutiny Programme Committee are attached.
Councillors are being asked to	Discuss the role of the Committee as required
Lead Councillor	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Overview & Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

- 1.1 The main aim of scrutiny is to act as a 'critical friend' to the Cabinet and other decision makers in order to promote better services, policies and decisions. Councillors involved in scrutiny will hold the Council's executive to account and examine the work of Council departments, as well as other public services.
- 1.2 The Scrutiny Programme Committee (first established in October 2012) is the Council's single Overview & Scrutiny Committee and is responsible for managing all scrutiny activity within the Authority through a single work plan. Although certain work is undertaken by the committee (e.g. holding Cabinet Members to account) detailed scrutiny of specific topics is carried out by establishing informal panels (for in-depth activities) or one-off working group meetings. This provides for greater flexibility within the scrutiny work programme and engagement of all non-executive councillors in the scrutiny process, regardless of committee membership, and participation in topics that match their areas of interest.
- 1.3 Any Panel / Working Group topics that are agreed by the committee are advertised to all non executive councillors and expressions of interest sought. The membership of Panels / Working Groups, as well as a lead councillor for this work (known as 'convener'), will then be determined by the committee.

1.4 In conjunction with the committee the Chair of the Scrutiny Programme Committee maintains overall responsibility for agreed scrutiny activities, monitoring activities and outcomes to ensure that the work programme is being delivered effectively, and in accordance with any timetable set out.

2. Role of the Scrutiny Programme Committee

2.1 The role of this committee in general is to:

- Establish and manage the informal scrutiny panels and working groups to undertake the detailed work of scrutiny – these to be open to all back bench councillors
- Appoint ‘Scrutiny Conveners’ to chair the various scrutiny panels / working groups
- Manage the Scrutiny Work Programme and monitor outcomes
- Hold Cabinet Members to account in a formal public setting
- Meet the Council’s statutory responsibilities for overview and scrutiny, including performing the Crime and Disorder scrutiny function
- Coordinate pre-decision scrutiny
- Respond to urgent issues and referrals from Council
- To undertake any scrutiny not delegated to a panel / working group
- Agree any scrutiny reports that make recommendations to Cabinet, Council and other bodies

2.2 Terms of Reference (*taken from the Council Constitution*) are attached at **Appendix 1**.

3. Scrutiny Conveners

3.1 Scrutiny Conveners are appointed by the Scrutiny Programme Committee to lead specific activities (Panels and/or other informal Working Groups) and are responsible for:

- convening (or chairing) meetings of the relevant Panel / Working Group
- ensuring that the Panel / Working Group undertakes work to the specifications and timescales agreed by the committee
- reporting back to the committee with findings, conclusions and recommendations as appropriate

A role description for conveners is attached at **Appendix 2** (*taken from ‘New Scrutiny Arrangements’ Council Report – 18 October 2012*)

3.2 The Programme Committee may appoint conveners from outside of the membership of the committee. In this case conveners will attend the committee by invitation of the chair / vice-chair to provide updates and/or present final reports on the work of the panels.

- 3.3 Councillors who are appointed as conveners will be responsible for ensuring that Panels are operating effectively. If there are any issues with regard to membership (e.g. attendance / representation of different political groups) these should be raised with the chair of the Scrutiny Programme Committee. The Chair of the Scrutiny Programme Committee will consult informally with group leaders in the first instance and then, if necessary, raise the issue as an item for the Scrutiny Programme Committee to consider.

4. Financial Implications

- 4.1 There are no additional financial implications associated with this report.

5. Legal Implications

- 5.1 The Local Government Act 2000 requires that executive arrangements by a Local Authority must include provision for the appointment of one or more Overview and Scrutiny Committees. Guidance from the National Assembly (on executive arrangements) states that the precise arrangements for overview and scrutiny (including the number, membership and remit of the committees) are a matter for local choice.

Background Papers: None

Appendices:

1. Scrutiny Programme Committee Terms of Reference
2. Scrutiny Convener Role Description

Legal Officer: Tracey Meredith
Finance Officer: Paul Cridland

Scrutiny Programme Committee Terms of Reference

1 General

1.1 The Scrutiny Programme Committee will have the following general responsibilities:

- a. Holding members of the Council's executive to account.
- b. Monitoring the performance of public services, policies and partnerships.
- c. Contributing to corporate and partnership policy and strategy development.
- d. Conducting in depth inquiries into service and policy areas.
- e. Involving the public in service improvement and policy development.
- f. Considering the opinions of external inspectors.
- g. Making reports and recommendations to Council or Cabinet on the discharge of any functions of the authority as appropriate.
- h. To undertake reviews as directed by Council.
- i. Preparing and publishing a regular work plan.
- j. Contribute to an overall strategic work programme for scrutiny that will be reported regularly to Council.
- k. Observing the principles of effective scrutiny as set out in the Protocol for Scrutiny.

1.2 The Committee will have responsibility for coordinating the scrutiny of the following:

- a. The community strategy / single integrated plan.
- b. Swansea's Local Service Board.
- c. The Council budget.
- d. Central / corporate functions of the local authority.
- e. Groups and organisations with which the Council has formed links through grant funding, compacts, subscription or service level agreements.
- f. External bodies which are able to levy a statutory precept upon the Authority.
- g. The Treasury Management Strategy Statement, Annual Report, Mid Term Report and Quarterly Progress Reports.

2 Scrutiny Panels

2.1 The Committee may establish Panels / working groups for the purpose of undertaking in depth inquiries or for looking at the performance of particular areas of service delivery.

2.2 Each Panel / working groups will be led by a Scrutiny Convener who will be responsible for:

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

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

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

3 Scrutiny Work Programme

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

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

4 Service and Policy Areas

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

- a. All of the functions of the Council as a Social Services Authority under all relevant legislation;

- b. All functions of the Council under the Children Act (1989 and 2004);
- c. All of the functions of the Council as a Planning Authority under the Town and Country Planning Acts and all other relevant legislation including countryside, nature conservation and rights of way matters, in force from time to time;
- d. Acting as the Council's designated Crime and Disorder Committee for the purposes of the Police & Justice Act 2006;
- e. All of the functions of the Council as a Housing Authority under the Housing Acts and all other relevant legislation;
- f. Outcomes of reviews undertaken by outside agencies or audit bodies;
- g. Items where Welsh Government Guidance suggests that matters should be considered by scrutiny.

5. Cabinet Portfolios

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

Scrutiny Convener Role Description

1. General

- 1.1 The Scrutiny Convener will be responsible for a portfolio of scrutiny topics that they will manage and deliver. These topics, allocated by the Council's Scrutiny Programme Committee, will not be confined to a single subject or department. The scrutiny work led by these conveners will be done through informal task and finish groups / panels and the conveners will chair the meetings of these groups. Conveners will be accountable to the Scrutiny Programme Committee.

2. Providing leadership

- 2.1 To provide confident and effective management of the topics for which they are responsible.
- 2.2 To promote the role of scrutiny within and outside the council, liaising effectively both internally within the Council and externally with the Council's partners.
- 2.3 To contribute to the development of a balanced scrutiny work programme.
- 2.4 To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues.
- 2.5 To demonstrate an objective and evidence based approach to scrutiny and to facilitate the identification of conclusions and recommendations accordingly.
- 2.6 To evaluate the impact and added value of scrutiny activity and identify areas for improvement.
- 2.7 To promote cross party working.
- 2.8 To keep any relevant deputies fully involved and informed to ensure they are able to cover the conveners' role as required

3. Managing the work programme

- 3.1 To ensure that the work programme is delivered.
- 3.2 To report on progress against the work programme to Council, and others as appropriate.
- 3.3 To liaise with officers, other members and community representatives to resource and deliver the work programme.

4 Effective meeting management

- 4.1 To set agendas containing clear objectives and outcomes for meetings.
- 4.2 To manage the progress of business at meetings, ensuring that meeting objectives are met.
- 4.3 To ensure that the necessary preparation is done beforehand.
- 4.4 To ensure that all participants have an opportunity to make an appropriate contribution

5 Community leadership

- 5.1 Where necessary to act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function.
- 5.2 To build understanding and ownership of the scrutiny function within the community.
- 5.3 To involve fully external stakeholders for example, service users, expert witnesses and partners in scrutiny activity.
- 5.4 To support the involvement and development of scrutiny members
- 5.5 To encourage high performance from all scrutiny councillors in task and finish groups.
- 5.6 To assess individual and collective performance within task and finish groups and facilitate appropriate development.

6 Values

6.1 To be committed to the values of the Council and the following values in public office:

- a. Openness and transparency;
- b. Honesty and integrity;
- c. Tolerance and respect;
- d. Equality and fairness;
- e. Appreciation of cultural difference;
- f. Sustainability.

Report of the Chair

Scrutiny Programme Committee – 13 July 2015

CABINET MEMBER QUESTION SESSION

Purpose	To enable the committee to question Cabinet Members on their work. The committee's questions will broadly explore priorities, actions, achievements and impact in relation to areas of responsibility.
Content	The following Cabinet Member will appear before the committee to participate in a question and answer session: <ul style="list-style-type: none"> • Councillor Rob Stewart – Leader (chair of Cabinet)
Councillors are being asked to	<ul style="list-style-type: none"> • Question Cabinet Members on relevant matters • Make comments and recommendations as necessary
Lead Councillor(s)	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer(s)	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

- 1.1 One of the most important roles that scrutiny carries out is holding the council's cabinet to account. The cabinet is made up of the Leader and 9 additional councillors appointed by the Leader, who are allocated specific responsibilities.
- 1.2 By acting as a 'critical friend' scrutiny has the opportunity to challenge the cabinet and individual cabinet members on their actions and monitor performance in relation to their areas of responsibilities.
- 1.3 Cabinet Member Question Sessions have become a feature of committee meetings over the past 2 years. At least one cabinet member is scheduled to appear at each committee meeting, ensuring all 10 Cabinet Members appear before the committee over the course of a year, in order to ask questions on their work. Questions will focus on their priorities, actions, achievements and impact.

2. Cabinet Member Question Session – 13 July

2.1 The following Cabinet Member will appear before the committee:

a) Councillor Rob Stewart – Leader (chair of Cabinet)

As Leader of the Council, Councillor Stewart is responsible for:

- providing political leadership to the Council
- working with officers to lead the organisation
- appointing the Cabinet
- managing and leading the work of the Cabinet and chairing meetings
- delegation of all executive functions that allow the Cabinet and Officers to make decisions and manage day-to-day delivery of Council Services, in line with the Council's overall policies and budget
- internal governance, ethical standards and relationships
- representing and acting as ambassador for the authority
- leading partnerships and community leadership

The meeting will focus on Councillor Stewart's role as Leader. A separate session, in December, will explore Councillor Stewart's specific Finance & Strategy portfolio responsibilities.

The role description of the Leader is attached for the committee's information at **Appendix 1**.

3. Approach to Questions

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

- priorities / objectives
- specific activities and achievements, progress against policy commitments, key decisions taken, and impact / difference made
- headlines on the performance of services and the key targets monitored to measure improvement and success
- their engagement with service users / public and what influence this has had
- what they hope to achieve over the next 12 months and challenges (e.g. resources / budget)
- key decisions they are expecting to take to Cabinet over the next year
- interactions with scrutiny over the last year, and whether there is any specific scrutiny activity they would welcome

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

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

4. Previous Correspondence with Councillor Stewart

4.1 The committee last met with Councillor Stewart in November 2014. The resulting letter to / from the Cabinet Member are **attached** to remind the committee of the issues that were discussed then and the response provided for follow up as necessary.

5. Legal Implications

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

6. Financial Implications

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

Background Papers: None

Legal Officer: Tracey Meredith
Finance Officer: Paul Cridland

3. Leader And Deputy Leader Role Description

1. Accountabilities

- a. To Full Council
- b. To nominating group

2. Role Purpose and Activity

2.1 Providing political leadership to the Council

- a. To be a political figurehead for the Council; to be the principal political spokesperson for the Council.
- b. To provide leadership in building a political consensus around council policies
- c. To form a vision for the Council and community
- d. To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery

2.2 Appointing the Cabinet*

- a. To designate the appropriate portfolios.
- b. To appoint appropriate elected members to each portfolio.
- c. To allocate cabinet members to roles with regard to their abilities.
- d. To designate the Deputy Leader.

2.3 Representing and acting as ambassador for the Authority

- a. To represent the Authority to a high standard. Provide a strong, competent and eloquent figure to represent the Authority both within the County and at external bodies.
- b. To represent the Authority on the WLGA coordinating committee and the WLGA regional partnership board.
- c. To provide leadership and support local partnerships and organisations.
- d. To represent the Authority in regional and national bodies as appropriate.

2.4 Providing leadership within the portfolio

To fulfil the role of a portfolio holder, having regard to the role purpose and activities, and role specification of an executive member

2.5 Managing and leading the work of the Cabinet and chairing meetings

- a. To ensure the effective running of the Cabinet by managing the forward work programme and ensuring its continuing development.
- b. To ensure the work of the Cabinet meets national policy objectives.
- c. To advise and mentor other cabinet members in their work.
- d. To chair meetings of the Cabinet in line with the Constitution.
- e. In the Leader's absence the Deputy Leader should fulfil this role.

2.6 Participating in the collective decision making of the Cabinet

- a. To work closely with other cabinet members to ensure the development of effective council policies and the budgetary framework for the Council, and the delivery of high quality services to local people.
- b. To accept collective responsibility and support decisions made by the Cabinet once they have been made.

2.7 Working with officers to lead the organisation

- a. To liaise with the Chief Executive, and other appropriate officers, on a regular basis.
- b. To work with employees of the Council in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues.

2.8 Leading partnerships and community leadership

- a. To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities.
- b. To negotiate and broker in cases of differing priorities and disagreement.

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- c. To act as a leader of the local community by showing vision and foresight.

2.9 Internal governance, ethical standards and relationships

- a. To promote and support good governance of the Council and its affairs.
- b. To provide community leadership and promote active citizenship.
- c. To promote and support open and transparent government.
- d. To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.
- e. To adhere to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office.

3. Values

3.1 To be committed to and demonstrate the following values in public office:

- a. Openness and transparency;
- b. Honesty and integrity;
- c. Tolerance and respect;
- d. Equality and fairness;
- e. Appreciation of cultural difference;
- f. Sustainability;
- g. Inclusive leadership;
- h. Consensus building.

3.2 Deputy Leader

- a. To fulfil the duties of the Leader in his or her absence.
- b. To assist the Leader in specific duties as required.

*Under constitutional arrangements for a cabinet model, either the Full Council or the Leader may appoint the Cabinet. In Wales it is common practice for the Leader to appoint the Cabinet under this model.

Leader & Deputy Leader Person Specification

1. To fulfil his or her role as laid out in the role description, an effective leader requires:

1.1 Providing political leadership to the Council

- a. Knowledge of community strengths, areas of improvement and key issues.
- b. An understanding of the relationship between national and local politics.
- c. Have a good strategic awareness of issues facing the Council.
- d. An understanding of the Council's strategy, policies and operations.

1.2 Appointing the Cabinet

- a. An understanding of the rules for the appointment of Cabinet Members.
- b. An ability to recognise talent amongst members.
- c. An ability to negotiate the most advantageous appointments within and across political groups.
- d. To appraise, guide and mentor senior members.

1.3 Representing and acting as ambassador for the Authority

- a. High level communication skills to communicate to the media, local community and wider audience.
- b. Good public speaking skills

1.4 Providing leadership within the portfolio

The skills necessary for a cabinet member to fulfil their role.

1.5 Managing and leading the work of the Cabinet and chairing meetings of the Cabinet

- a. An understanding of the Cabinet procedure rules
- b. Skills to Chair meetings, including encouraging participation from all members.
- c. A knowledge and understanding of national policy objectives
- d. An overview of the work being carried out by cabinet members.

1.6 Participating in the collective decision making of the Cabinet

The ability to constructively challenge decisions and suggest alternatives.

1.7 Working with officers to lead the organisation

An understanding of the roles and responsibilities of the Chief Executive and other officers

1.8 Leading partnerships and community leadership

- a. Adaptive leadership skills.
- b. Negotiation and brokerage skills.
- c. Creative and lateral thinking skills; the ability to see ahead and be predictive.

1.9 Internal governance, ethical standards and relationships

- a. An understanding of the roles of officers, members and different agencies.
- b. Respect for, and desire to work with, different groups and individuals.
- c. Have knowledge and understanding of the Code of Conduct and Member/Officer Protocol.
- d. A knowledge and commitment to the values of the Council.



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

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

BY EMAIL

*Please ask for:
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Scrutiny

*Direct Line:
Linell Uniongyrochol:*

01792 637257

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Our Ref
Ein Cyf:*

SPC/2014-15/7

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

21 January 2015

Dear Councillor Stewart,

Re: Cabinet Member Question Session – 24 November

Thank you for your attendance at the Scrutiny Programme Committee on 24 November 2014 and answering questions on your work as Leader and Cabinet Member for Finance & Strategy. Thank you also for your written report on headlines from your work which you had submitted ahead of the meeting to provide a focus for the session.

As you will know since that meeting Councillor Day has stood down from the Scrutiny Programme Committee and I am sending this letter as new chair on behalf of the committee. The committee is writing to you in order to reflect on what it learnt from the discussion, and share its views. The specific issues discussed are summarised below:

Budget

You talked about the continued reduction in funding which has resulted in a requirement for further saving of £22m this year. You stated that Cabinet Members were considering proposals for savings which will come forward in due course. It was clear that over the next 3 years £81m savings would need to be found. We understand that that the approach being taken was not to stop providing certain services but examine areas that may be delivered differently, and to look at council assets.

We are aware that you are interested in greater community involvement in the running of local services / facilities. The committee however was concerned about what support was available to potential community groups wanting to take on services. You confirmed that a toolkit was being produced that will

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assist interested parties, particularly in relation to accessing sources of funding. You assured the committee that the key was ensuring future resilience and due diligence of third sector and community organisations when the Council considers using different models of providing services. We also felt that good governance and financial controls would need to be evident within any proposed transfer of service to community / voluntary organisations or groups.

We also asked about the sale of capital assets and how you planned to use receipts. You stressed the importance of getting more from our assets and raising much needed funds to support the council budget and capital programme.

You talked about the need to review the use of buildings to ensure best use, given backlog of repairs necessary, and promoted the co-location of services to create 'hubs'. You highlighted that separate services do not necessarily require separate buildings. The aim would be to bring together services under one roof where possible, not least to benefit service users.

The committee was generally interested in how you and the Cabinet were planning to deal with short term funding challenges while ensuring long term sustainability. We were concerned about the extent to which long term thinking was influencing present work and decision-making.

City Region / City Centre

You highlighted the involvement of Sir Terry Matthews, the new chairman of the Swansea Bay City Region, as a positive driving force, bringing both his experience and business contacts to improve the region. You stated that he has emphasised the need for plans to be bold and well developed, and to be better prepared to take advantage of funding opportunities that do exist.

As an important part of the region you spoke about current work to focus on Swansea city centre redevelopment and regeneration. You felt that momentum was picking up and cited positive messages from Sir Terry Matthews about local plans. The recent establishment of a Development Advisory Group, comprised of a range of specialists in urban design, development and business (all giving up their time for free), has been charged with helping transform Swansea city centre into a thriving hub of commerce, culture and leisure. The committee was particularly interested in plans for business support and job creation.

You will be aware of the scrutiny report on Inward Investment which Cabinet considered recently. The importance of this topic was highlighted at the scrutiny work planning conference. The Scrutiny Panel, convened by Councillor Jeff Jones, which carried out this inquiry made a number of recommendations aiming to help encourage investment into the area, and appears to echo some of the points being made by Sir Terry Matthews.

Local Government Reorganisation

In light of recent comments made by Leighton Andrew, AM Minister for Public Services in Wales, we asked you for your views about the pressure for local government reorganisation. You stated that considering the challenges being faced by the authority, reorganisation of local authorities was inevitable. You told the committee that there was a preference for reorganisation based on the city region footprint, although there was a long way to go, including resolution of border issues and number of local representatives, funding etc.

Swansea Palace Theatre

Having invited suggestions from members of the public we asked about the current position with regard to the Swansea Palace Theatre, one of Swansea's historic buildings. There had been concern raised about its poor state of repair and condition and a call for the council to use its powers to protect the building from further decay and ensure its future survival.

You explained that some emergency work (£75k) has been carried out to secure, make safe and stabilise the building. However, significant investment would be required to bring the building back into use. The building was in private ownership and nothing further could be offered by the Council. Nevertheless you stated that negotiations about the building, although slow, were ongoing with the owner about a way forward and you remained hopeful that something can be done. You were quick to point out that the council could not spend more on the building and that there were also other buildings in the City & County of Swansea which needed attention, e.g. the Morrision Tabernacle.

Civic Centre Sale / Central Library

A further issue brought to our attention by a member of the public was in relation to the possible sale of the Civic Centre and plans for the Central Library should the building be sold. You told the committee that a city centre location would be found if required. You felt that this was a preferred location for a Central Library in any case, as there was a need to increase the density of people living and working in City Centre and increase footfall to make it more viable.

You informed the committee that the Civic Centre Site would be marketed just after Christmas with the appointment of developers before the summer 2015. Plans would be shared as they emerge. You stressed that the potential benefits from the sale of the Civic Centre outweighed any relocation costs of Council services, facilities and staff.

Areas for Scrutiny

You welcomed greater scrutiny involvement in the budget process and on plans for city centre regeneration. The Service Improvement & Finance Scrutiny Performance Panel will be undertaking scrutiny of the budget. We look forward to future city centre proposals for scrutiny. We would encourage you to be proactive by building in scrutiny into future decision-making in relation to significant city centre plans.

We would be grateful for your comments on the issues raised in this letter. It would be helpful to receive your reply to this letter by 11 February so that it can be included in the agenda of a future committee meeting at the earliest opportunity.

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

Yours sincerely,

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

COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

✉ mary.jones@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

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

BY EMAIL

Please ask for:
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Llinell
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Your Ref / Eich
Cyf:
Date / Dyddiad:

Councillor Rob Stewart
(01792) 636141

cllr.rob.stewart@swansea.gov.uk
RS//SH

9 February 2015

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

Dear Councillor Jones

Cabinet Member Question Session – 24 November

Thank you for your letter dated the 21 of January 2015, outlining your reflections and further questions following our discussion at the Scrutiny Programme Committee on the 24 November 2014.

Budget

You asked about the type of support that was available to potential community groups wanting to take on services.

The scale of the financial, demographic and sustainability challenges facing the Council requires a radical new approach to the provision of local services. Current models of service delivery are unsustainable and do not always provide the best outcomes for people. The transformation of services is vital to meet the challenges of the future and this is made more urgent by the significant budget cuts we are facing. We also need a new relationship between residents and public services, which supports people and communities to help themselves and to run more local services.

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
LEADER / ARWEINYDD

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DINAS A SIR ABERTAWE

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In order to support this new relationship between residents and public services, we have embedded community action into our new Corporate Plan 2015/17, our Sustainable Swansea-Fit for the Future programme and our Tackling Poverty Strategy by;

- identifying 'Building Sustainable Communities' as a key priority within the Corporate Plan 2015/17,
- developing a discrete 'Community Action' work stream within Sustainable Swansea-Fit for the Future programme,
- supporting the 'Empowerment of Local People' through the development of a Community Action Learning programme in the Tackling Poverty strategy and action plan.

In addition, to embedding community action in our local plans and strategies, we also provide a number of practical measures to support community groups wanting to take on services. For example, we have commissioned Swansea Council for Voluntary Service (SCVS) to provide specialist information and advice to community groups and employ a Third Sector grants co-ordinator to oversee and administer funding to a range of external organisations. We are currently in the process of developing a toolkit to provide information to new start ups and sign post to further sources of advice and support. We have also established a Community Action Transformation fund which aims to build community capacity and facilitate the transfer of community assets-buildings. The fund can be used by community groups to undertake feasibility studies, develop business plans, community engagement, training for local people to run or manage a facility, initial set up costs and capacity building.

You also asked about we were planning to deal with short term funding challenges with long term sustainability.

Sustainable Swansea - Fit for the Future is the Council's long term strategy for transforming services and meeting current and future budget deficits. From our experience of dealing with significant budget reductions, the timing of savings is crucial, in terms of balancing short term funding challenges and long term sustainability.

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It is imperative that where potential service savings are found, they are implemented as soon as possible, and if there are difficulties with implementation, alternative proposals are put forward, which includes bringing forward longer term proposals.

City Region/City Centre

You stated in your letter that the recent establishment of a Development Advisory Group, has been charged with helping transform Swansea city centre into a thriving hub of commerce, culture and leisure. You said that the committee was particularly interested in plans for business support and job creation.

In relation to the Council's plans for business support and job creation, we will be using the regeneration process to maximise the economic impact. This will include a number of activities:

- stimulating knowledge economy jobs within a new central business district at the Kingsway, by working with organisations like Trinity St David's and Tech Hub to create employment space for new starts and existing businesses;
- retail and leisure jobs created by new investment from occupiers within the new developments;
- The Council's Beyond Bricks & Mortar initiative will help match labour and skills to opportunities via its-targeted recruitment and training work;
- Supply chain opportunities will be explored so that local firms are able to compete for contracts in connection with the regeneration programme.

I am grateful for the work of the inward investment scrutiny panel. The panel's report has been considered by the Cabinet Member and an action plan has been produced and reported to Cabinet. I am confident that progress will be made in line with the agreed action plan during the months ahead.

Swansea Palace Theatre

You stated in your letter that there has been concern raised about the poor state of repair and condition of the Palace Theatre and a call for the Council to use its powers to protect the building from further decay and to ensure its future survival.

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DINAS A SIR ABERTAWE

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I am pleased to update that the works to safeguard the Palace Theatre have now commenced. The council's contribution to the cost of these works will be released upon satisfactory completion of the works in due course.

Civic Centre Sale/ Central Library

You stated in your letter that a member of the Public was concerned about the sale of Civic Centre and plans for the Central Library if the building is sold.

If the Civic Centre is sold, a city centre location for the Central Library would be found, if required. This remains our preferred option as it supports a key objective in our approach to regenerating the city centre by increasing the footfall and the number of people who live, work and visit and the city centre.

Areas for Scrutiny

I welcome the constructive comments and role that the Scrutiny Programme continue to play in terms of reviewing our proposals, in order to ensure we can deliver the very best services for the people of Swansea,.

I look forward to meeting you again in order discuss progress.

Yours sincerely,

COUNCILLOR ROB STEWART
LEADER & CABINET MEMBER FOR FINANCE AND STRATEGY

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
LEADER / ARWEINYDD

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Report of the Convener of the Corporate Culture Scrutiny Inquiry Panel

Scrutiny Programme Committee – 13 July 2015

CORPORATE CULTURE SCRUTINY INQUIRY – FINAL REPORT

Purpose	To present the final report for the scrutiny inquiry into corporate culture
Content	The final report is attached which concludes the inquiry.
Councillors are being asked to	<p>a) Agree the report for submission to Cabinet</p> <p>b) Identify any issues that might be emphasised as the report is presented to Cabinet</p> <p>c) Consider whether any issues arising merit inclusion in the future scrutiny work programme</p>
Lead Councillor	Councillor Andrew Jones, Convener
Lead Officer and Report Author	<p>Michelle Roberts, Scrutiny Officer</p> <p>Tel: 01792 637256</p> <p>michelle.roberts@swansea.gov.uk</p>

1. Details

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

How can Swansea Council ensure that service delivery is always supported by a can do culture?

- 1.2 The report is structured in the following way:

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

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

- Sufficient evidence has been gathered in order to address the question that the inquiry aimed to answer;

- The conclusions of the panel are supported by the evidence gathered by the Panel;
- The recommendations of the Panel follow from their conclusions and are reasonable, achievable and capable of being actioned and monitored.

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

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

2. Legal Implications

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

3. Financial Implications

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

Background Papers: *see attached report*

Contact: Michelle Roberts, *Scrutiny Officer, 01792 637256*

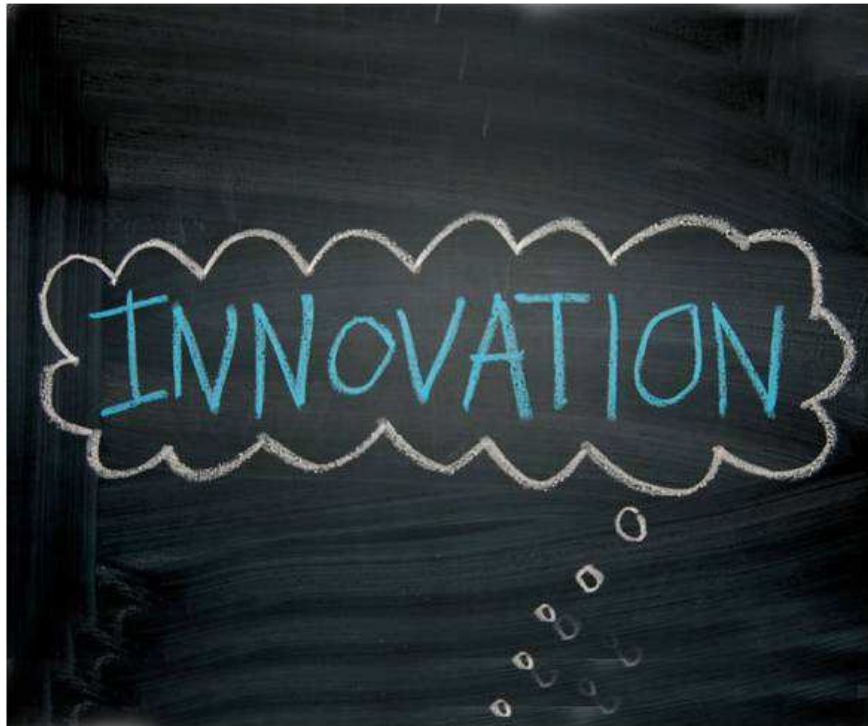
Date: *07/07/2015*

Legal Officer: *Wendy Parkin*

Finance Officer: *Ben Smith*

Can do, yes please

How can Swansea Council ensure that service delivery is always supported by a can do culture?



The Corporate Culture Scrutiny Inquiry Panel
City and County of Swansea - Dinas a Sir Abertawe



June 2015

Why This Matters by Councillor Andrew Jones (Convener)



This topic was chosen for scrutiny because, as a Council our corporate culture underpins everything we do, from how we engage with our citizens and provide services to how we treat our staff and how we grow and develop as an organisation.

There is no one overarching culture within the Council, rather a number of shared cultures that operate within the Council to bind us together as one organisation. However, the challenges faced by cuts to Council budgets and the threat of public sector reorganisation pose a serious threat to that notion of a shared culture.

Therefore as Councillors, management and staff we have a shared responsibility to respond to these challenges by developing a “can do culture” that ensures the citizens of Swansea continue to receive the best Council service possible.

The evidence represented in this report clearly shows that there is a genuine will and enthusiasm from all involved to develop a “can do culture” throughout the Council. However this can only be achieved through the development of a clear shared vision that encourages innovation, values staff and puts in place mechanisms that empower and motivate all involved to deliver high quality services.

I am pleased to see that the both the Cabinet Member for Transformation and Performance and the Director of Corporate Services have already embraced some of the ideas outlined in the report and we hope that all our recommendations will be welcomed by the Cabinet.

Finally, I would like to thank my fellow panel members for their diligence and hard work in carrying out this inquiry. I would also like to thank the many officers and witnesses who willingly gave their time to present evidence to the panel as it was this evidence that helped shape our report, its key findings and recommendations.

Summary of Conclusions and Recommendations

How can Swansea Council ensure that service delivery is always supported by a can do culture?

Conclusions

1. Drive organisational change forward in a systematic way
2. Develop a strong and clear Swansea Story
3. Develop the skills and improve the attitudes of Managers across the organisation
4. Change staff attitudes, develop staff skills, overcome barriers to improvement develop innovation and actively encourage staff to question how we deliver our services
5. Recognise that visibility in all aspects of the programme will be key to driving change
6. Develop our income generation potential and engage staff in this
7. Be more customer centred
8. Do more targeted work by focusing in on areas for development through a more holistic and co-ordinated approach
9. Develop the role of councillors in improving the councils corporate culture
10. Monitor progress regularly include looking at good practice

The Panel recommends that Cabinet:

Long term challenges

1. Ensure sustainability of a can do culture by embedding it in all aspects of organisational development.
2. Embrace a wide range of innovation methods to bring about organisational changes including using for example systems thinking approaches and user stories to help inform work.
3. Develop skills for using these methods internally within the Council in the longer term to avoid the cost of 'buying in' expertise.

Medium term improvements

4. Develop and deploy a holistic and co-ordinated approach for improving the organisational culture using a targeted approach by:
 - a) ensuring staff are engaged in the Swansea Story
 - b) developing a prioritised shortlist of those services to be targeted
 - c) introducing a development programme for Managers specifically around supporting and empowering staff including managing effective change
 - d) introducing a peer coaching initiative for Managers

- e) considering staff training needs for any future changes
- 5. Establish a streamlined measuring and monitoring process for driving improvement which is incorporated in the balanced scorecard.
- 6. Produce a single action plan that incorporates the recommendations from the peer review, staff survey, Corporate Assessment and the outcomes from this inquiry with clear development milestones.
- 7. Compare the outcomes of the annual staff survey with customer survey and publicise the results.
- 8. Take steps to ensure new staff receive corporate induction within 1 month of starting work with the Council.
- 9. Review the corporate induction programme to ensure it includes required behaviours for a can do culture and information on the innovation programme.

Quick wins

- 10. Provide a clear instruction to managers prior to the next survey to maximise completion of staff survey within their teams.
- 11. Set a target for completion of the staff survey of at least 50%.
- 12. Provide guidance to managers to ensure a consistent approach to staff Induction.
- 13. Ensure that Senior Managers and Councillors model the behaviour they would like to see from staff by building innovation into manager's personal development plans and councillor annual training programmes.
- 14. Ensuring managers incorporate innovation into staff appraisals, 1-2-1s and team meetings.
- 15. Increase the variety of ways the Innovation Programme reaches staff and publicises activities considering tools like an 'innovation blog' and recording sessions accessible to staff on the Intranet.
- 16. Encourage Senior Managers to undertake 'back to the floor' type activities with the outcomes forming part of the innovation blog.
- 17. Enable Councillors to be included in innovation activities including open invitations to Purple Room events and activities including publicising these activities on councillor micro site.
- 18. Develop a procedure for Councillors to be able to spend time in an observational/shadowing capacity within different Council departments.
- 19. Meet with Trade Unions to discuss how they might be involved.

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1. WHY WE PRODUCED THIS REPORT

Overview

- 1.1 In selecting this topic and producing this report we wish to underline both the significance of Corporate Culture and the challenge that comes with ensuring the Council is always supported by a positive can do culture. We recognise that this work takes time to achieve in such a large and complex organisation and that it is ongoing forming a major part of the Sustainable Swansea: Fit for the Future programme. Our report aims to contribute to developing and improving the corporate culture across the organisation.

Selecting the topic

- 1.2.1 The Inquiry into Corporate Culture was proposed at the Annual Scrutiny Work Planning Conference in May 2014 and was subsequently included in the scrutiny work programme by the Scrutiny Programme Committee.
- 1.2.2 This topic was chosen because Councillors recognised that having the right Corporate Culture was essential if the Council is to effectively tackle the challenges it faces. It was recognised that the staff culture needed to focus upon empowerment, personal responsibility, innovation and collaboration.

Sustainable Swansea: Fit for the Future Programme

- 1.3.1 Sustainable Swansea, fit for the future is the council's long term plan for change in order to address the financial, demographic and social challenges facing Swansea. The savings of £70 million that will need to be achieved over the next three years illustrates the scale of this challenge and why change will need to be radical and far reaching.
- 1.3.2 The Council recognises that getting the right Corporate Culture is essential. Sustainable Swansea has four workstreams, all of which are relate directly to our organisational culture. These are:
- Efficiency
 - New models of service delivery
 - Prevention
 - Stopping services
- 1.3.3 This innovation programme, which has been developing is underpinned by, Sustainable Swansea: Fit for the Future Programme and the Council's Policy Commitments, those particularly relevant to this piece of work include:
- Policy Commitment
 - Innovation strand
 - Income generation strands
- 1.3.3 Further information about Sustainable Swansea can be found at: www.swansea.gov.uk/sustainableswansea.

Intended contribution

- 1.4.1 As a Panel we believe that we can make a valuable contribution from a Councillor perspective to improving the Corporate Culture of this organisation.

We recognise that the challenges are varied across the council and that one size does not fit all.

- 1.4.2 We hope that this report gives a health check on where we are currently and acts as a springboard to further improvement.
- 1.4.3 Specifically this report aims to contribute to this vital debate by giving cross party councillor views on the work in progress and making suggestions for further improvement. It is in this spirit that our conclusions and recommendations are offered.

2. EVIDENCE

Evidence Collected

- 2.1.1 Evidence was collected between December 2014 and April 2015. In total seven evidence gathering activities were undertaken by the Panel as follows:
- a. Q&A with Director of Corporate Services and Head of Human Resources and Organisational Development
 - b. Visit to the Purple Innovation Room¹ and presentation and Q&A with the Innovation Co-ordinator
 - c. Roundtable meeting with staff who are Innovation Leads
 - d. Annual corporate Staff Survey results
 - e. Q&A session with Cabinet Member for Transformation and Performance
 - f. Survey of Councillors
 - g. Information on good practice
 - h. Q&A with Councils Commercial Manager
- 2.1.2 For full details of how the evidence was gathered including details of all of the findings from each session please see the findings report for this inquiry. This report can be downloaded at www.swansea.gov.uk/scrutinypublications

3. CONCLUSIONS

(The Panel's conclusions are based around answering the inquiry key question) *How can the City and County of Swansea ensure that service delivery is always supported by a can do culture.* The Panel concluded that the Council should:

3.1 Drive organisational change forward in a systematic way

- 3.1.1 The Panel recognise that the Innovation Programme has made a good start but the organisation must be more systematic in the way it drives change

¹ Purple Room – an area to enable individuals and teams to meet away from their desks in a more flexible space specifically to think about new and improved ways of working. This room is available for activities related directly to innovation.

forward using a more co-ordinated and targeted approach. The Panel agreed with the Cabinet Member for Transformation and Performance that a 'cultural jolt' is needed and particularly that we must address the blame, rule and process bound culture of the organisation. This should allow staff to take more personal responsibility, be more collaborative and ultimately more innovative. Behaviours are changing but there is still a lot of work to be done. The Panel believe this will require a combination of approaches tailored to different parts of the authority. The Panel will in this report detail what they mean by this statement.

- 3.1.2 The Panel recognise that the council does not work in isolation and that it is subject to the same influences and social changes as other public sector organisations like advancing ICT, pace of life, work life balance and public expectations. We acknowledge that it is a complex organisation, made up of a wide variety of different services, recognising that *one size will not fit all*. We will need to tailor the innovation and organisational change work around what is required by each service area while keeping to the same vision and message of the organisation.
- 3.1.3 The Panel looked at desk based research around different models for organisational change along with key indicators of change and concluded that many of the outcomes found mirror those highlighted as issues here in Swansea.

Challenges to culture change in the public sector, pointers to implementation

In implementing culture change the evidence suggests:

- It is important to clarify, develop and sustain a shared vision across all services and at all operational levels within each individual service.
- Managers and practitioners should take time to reflect on their role and consider how they can effect positive change, and what change will mean for people supported by services.
- Leadership should be developed and demonstrated at all service levels.
- Staff training needs to be considered for current and future changes.
- Streamlined systems for recording and assessing impact of culture change need to be implemented.

Institute for Research and Innovation in Social Services in Scotland (IRISS)

- 3.1.4 We recognise that the recent Peer Review² will also be an important driver for change and that many of the Panel's findings mirrored those within that report. The Panel were encouraged to see that many of the recommendations and the main theme of the report was about developing our culture and approach. The Panel were keen to see the action plan arising from the Peer Review being taken forward in conjunction with the outcomes highlighted in the corporate staff survey, the Wales Audit Office Corporate Assessment³ outcome and those highlighted by this scrutiny inquiry.

² Peer Review – The Council underwent a Wales Local Government Association critical friend Peer Review in 2014

³ Corporate Assessment: A Corporate Assessment is a periodic in-depth 'health check' which all councils in Wales are given and will look at the work of all areas of the organisation

3.2 Develop a strong and clear Swansea Story

3.2.1 The Panel agreed with the Peer Review that Swansea needed a stronger vision and clear message about what we are trying to achieve. We were encouraged to hear that the Review found overall that *Swansea is a good council, doing good things and is aware of what it needs to do to change*. The Panel believe it is important that the authority is able to be self critical and able to assess what it needs to do in order to make changes.

Areas of strength and weakness identified in the Peer Review include:

- A strong sense of pride in the City and County of Swansea was highlighted
- Swansea was a good council doing good things and is aware of what it needs to do to change, is self aware
- Need a stronger vision, a Swansea story, narrative that brings things together about what we want to achieve. Work has started on this.
- Needs to be quicker at decision making.
- Actions rather than meetings.
- Need to work more as one council breaking down silos.
- Leadership including Councillors must be visible and 'walk the talk'.
- Need to establish more of a role for the council as a city leader and develop our brand/approach.
- Need to be more commercial by trading and exploiting our assets.

3.2.2 The next important step will be getting staff to 'buy in' to the Swansea Story and ensuring commitment to those priorities. Getting the message out there to all staff will be absolutely vital. The Swansea Story needs to matter to staff, and must include what we trying to achieve. Staff must be able to understand where they fit into the Story. This will be an important role for managers. Staff must be clear about what they can actually do to improve services. The Panel believe that staff (and managers) also need to understand what innovation actually means to them i.e. that it can be small ideas within their work as well as big ideas for how to change and run services. The Panel was of the view that staff needed to understand what will be in it for them, what is their motivation for change - will this be for example better processes, a better service for the end user, a better more empowered working environment etc.

3.2.3 Communicating with and engaging staff across the Council in this process is vital. The Panel heard about the work that is currently being done around internal communications and were supportive of the new Staff Engagement Strategy. The Panel heard that the council has a number of ways of engaging with employees but found one of the biggest challenges was engaging with those staff who work more remotely and/or do not have access to IT at work. This is where getting the basics of staff appraisals, 1-2-1's and team meetings is essential in order for information to be cascaded to and for feedback to be initiated.

3.3 Develop the skills and improve the attitudes of Managers across the organisation

3.3.1 Our message and approach must be clear that managers must engender an environment of trust where staff feel they are able to be innovative within their work environment, feeling empowered to make suggestions and carry through change. The Panel recognise that this is not necessarily something that all

managers are currently skilled to do, that many will need to learn how to get the best from staff through coaching and empowerment rather than micro management. Supporting and empowering staff should be a key tool in a managers' portfolio of skills, development in this area is therefore especially important. We must move away from micro management, wasting time, controlling small detail and move towards encouraging staff to be more self-aware.

- 3.3.2 We need to address any potential barriers to engaging with the innovation programme. This includes changing attitudes of staff particularly where a block has been identified at middle manager level. It is important that managers portray the wider picture and a positive and encouraging attitude to their team's involvement in innovations activities.
- 3.3.3 It appears historically that many managers across the organisation have been subject specialists rather than people managers. We must identify and address the deficit using management training, peer mentoring and through future recruitment practices.
- 3.3.4 There must be a clear expectation that managers take time to connect regularly with their staff. Engaging with them through consistent and regular appraisals, 1-2-1's and team meetings.
- 3.3.5 Issues identified in the staff survey particularly around bullying and harassment must be addressed. The Panel were pleased to hear that the council has made it clear that there is a zero tolerance policy in this matter and managers should play a role in ensuring this policy is active.
- 3.3.6 New and existing managers will need specific training in how to support and empower staff. Some may need more support than others, requiring more than simply a few hours in off-site training and then be expected to be able to empower their staff. Some managers may require a more hands on approach for example peer mentoring from fellow experienced people managers. The authority needs to be certain that all managers have the capacity and ability to do this; this should to be monitored and follow up training offered if required.

3.4 Change staff attitudes, develop staff skills, overcome barriers to improvement, develop innovation and actively encourage staff to question how we deliver our services

- 3.4.1 The Panel found the Purple Room concept is a good one and supported the notion where staff are given the space to innovate whether this is physically in the actual 'purple room' or elsewhere.
- 3.4.2 The Panel were keen to hear about some of the events that have taken place and about what happens to many of the ideas that arise through these sessions. We wanted to explore what happened to those ideas but were disappointed to hear that they were not recorded and tracked. The Panel did recognise that this would be rather labour intensive but felt it could help to provide a clearer understanding of what is happening in departments to new ideas/innovations and identify where barriers might be. The Panel did also feel that it is important for service managers to have responsibility for this. The Panel did recognise that there is no central budget for innovation work.

- 3.4.3 It was also thought that the authority could build upon and capitalise more on the work that is being done in the purple room sessions and other related activity by reaching a wider audience through accessing and participating in activities in different ways including remotely, investigating the Webinar or similar type activity and recording sessions to view on line after. The importance of communicating outcomes and successes of these sessions and innovation work more widely was raised. For these reasons the Panel suggest that an innovation blog is put in place. This could be modelled around the successful chief executive's blog and be open to views, ideas and comments. One example of this is the Local Government Information Unit blog at <http://www.lgiu.org.uk/blog/> which is clear and encourages comments and debate on issues blogged. The Panel were pleased to hear that an innovation newsletter was circulated on a quarterly basis which is made available to all staff, recognising that only 40% of staff may have access to any online activity.
- 3.4.4 The Panel heard about the Innovation Leads Network and were impressed with the enthusiasm and experience of the staff from the innovation community who participated in the roundtable meeting with them. The Panel considered this community of approximately 85 staff to be a hugely beneficial tool in helping to take the message across the council.
- 3.4.5 Some of the barriers identified through the councillor survey to developing a 'can do' corporate culture were poor communication, not engaging with staff and resistance to change.

The innovation community is a virtual community and is open to any member of staff who is involved in or interested in innovation, continuous improvement and change activity. The purpose of the community is to:

- Help drive cultural change and support the corporate change agenda
- Assist with delivery of the Sustainable Swansea Fit for Future Programme
- Develop officers to support/lead change, improvement and innovation
- Create a forum to support idea development and design
- Share and research best practice
- Provide a mechanism for practitioners to network
- Provide information and advice on relevant subject areas

Terms of Reference of the Innovation Community

- 3.4.6 The Panel found the issue around changing the blame culture in the organisation as a particularly difficult one and hard to change because we do not work in isolation with the organisation being influenced by internal and external attitudes. We therefore need to counteract the *blame environment* prevalent outside the council as well as internally, including for example bad publicity and public criticism.
- 3.4.7 The Panel also recognised the difficulty and barriers to the council becoming less risk adverse. There are many influences on council staff around this including the importance of holding the public purse and ensuring we are not taking undue chances with public money. We recognise that this is a fine balance to strike and staff, managers and councillors fear getting this wrong.

We were encouraged by the work being completed by the Councils Commercial Team around income generation and raising staff awareness.

- 3.4.8 The Panel would like to emphasise the role that can be played by Trade Unions within the organisational change process. Developing a good relationship with unions can both enable views from a staff perspective and help get the message out there to all staff especially those staff not on email system.
- 3.4.9 The Panel were provided with information on the first council wide survey of staff since 2005 and were informed that there at been a response rate of 25%. This is a disappointing uptake and a more consistent completion of the survey by staff across the council was needed. It had been accessible online via internal and external website, with hard copies available for staff not on email. A total of 2227 responses were received. The survey will be run annually and work to address the next survey completion rates will be made running up to that. We believe it is essential that this work is done to improve the response rate and also to engender more trust in the process. The Panel were pleased to see work in relation to this was planned.
- 3.4.10 The perception that staff suggestions are not taken seriously was identified as a barrier to completion which the Panel believe will ultimately cause disengagement and disinterest amongst staff in the innovation process if not addressed. It was also believed that managers could have a much stronger role in emphasising the importance of completion of the survey especially in reaching those staff that are not on email/Intranet.
- 3.4.11 The Panel found the outcomes of the most recent staff survey was largely positive and was reflective of many of the issues arising from the peer review. The Panel thought it would be beneficial to correlate the outcomes of the staff survey with any customer surveys annually to identify commonalities and issues to be addressed.

Staff Survey Results – Actions agreed by Executive Board

- Publicise results to staff
- Develop and promote the Swansea story to provide clear vision
- Adopt a zero tolerance approach to harassment, bullying and abuse
- A commitment to ‘continue the conversation’ with staff by improving day-to-day engagement led by managers
- Provide more opportunities for staff to participate and become involved, including new staff suggestion scheme
- Develop service-based action plans to tackle ‘local’ issues raised in the survey

- 3.4.12 There is a clear need to improve the consistency and promptness of Induction practices for new staff within the Council. We were informed that e-learning is available but believed that there also was a need for a human element. Part of it must be ‘face to face’ with managers. Managers need to introduce staff to ‘can do’ ways of working including the importance of the innovation programme and the Sustainable Swansea agenda. This should be done with all new staff and done quickly after starting with the organisation. A form of induction also needs to be in place for any short term Agency staff to ensure they are clear about our ways of working.

- 3.4.13 Changing attitudes will be central to improving the culture and especially in creating a 'can do' attitude. The Panel recognise that culture change can be a gradual process especially where staff may have been required to be rather process bound. It is a challenging process getting staff to change their mindset to be more problem solving. This will be essential for staff and the organisation in meeting future challenges.
- 3.4.14 Staff morale was recognised as a potential barrier which the Panel believe will need to be addressed. Attitudes and motivation in some areas may be more negative, where some members of staff may have experienced displacement, redundancies and negative job evaluation grading.
- 3.4.15 The Panel were pleased to hear about the revamped staff suggestion scheme, hoping it will provide staff with another avenue for ideas. It is essential that a clear process to feedback the outcome of their suggestions is built into the process.

3.5 Recognise that visibility in all aspects of the programme will be key to driving change

- 3.5.1 The Panel agreed that it was important that staff see the bigger picture of the organisation and understand the wider delivery of services, suggesting that this will help them move away from silo working and encourage new methods of working that are more joined up and less bureaucratic in nature.
- 3.5.2 The Panel found that there is a need for greater visibility with staff of Senior Officers and Councillors both Cabinet Members and elected councillors more widely. The Panel wished to emphasise the importance of demonstrating the drive for change and leading by example. Breaking down barriers between the executive board, councillors and staff is important for example through more activities like 'back to the floor' and spending time with staff especially in the front line services. Publicising this work and what was learnt to staff via the internet or an innovation blog would help with extending this visibility.
- 3.5.3 Showing visibility in what we are doing as an organisation around innovation and culture change including publicising success stories is essential. This blog should also be public to encourage external and public engagement.

3.6 Develop our income generation potential and engage staff in this

- 3.6.1 It is important that we meet the challenge as a council of reduced budgets by increasing income generation. In order to do this we need to actively adjust staff attitudes and thinking to become more commercially minded. The Panel agree that many staff across the organisation have the skills and expertise to identify and progress income opportunities but we need to increase this knowledge base. The Panel emphasised the importance of staff being kept aware of developments and of the achievements made to ensure that staff recognise that the very best is being done to retain services and jobs. They need to understand that their input and assistance is absolutely vital. There is a role for this in the new Employee Engagement Strategy.
- 3.6.2 The Panel found that one of the barriers was at middle manager level, where ideas are not always encouraged or taken seriously. The Panel agreed that

all managers at all levels of the organisation must understand how important it is for ideas and innovations to be nurtured and recognised. Staff must also receive feedback about the progression of their ideas/innovations.

- 3.6.3 The engagement of staff and councillors in developing the council's income generation potential as well as identifying areas of waste was seen as key to addressing the Councils budget challenges.

3.7 Be more customer centred

- 3.7.1 We must as a Council regularly look at how we operate and ensure we are being customer centred. Panel members particularly mentioned the issues of not being 'shunted' about the organisation when you have a query or request. Helping customers at the initial point rather than 'passing calls on' was encouraged. This will require staff to work together more effectively and not just in departmental boxes. Some improvements have been made in relation to silo working but the Panel believe that this is still an issue that needs to continue to be addressed.

- 3.7.2 We must look at our systems and processes from the viewpoint of the customer. This will include removing unnecessary or inadequate processes and procedures. User stories⁴ can also be a useful tool when looking to improve services. It is vital that staff are closely involved in this as they are in the best position to identify, understand and rationalise these processes. It will also help to ensure 'buy in' to the new ways of working which in turn will make them more sustainable.

The Importance of organisational culture

The patient experience can be key to transforming the organisation. For patient experience to be used effectively within an organisation, the organisation needs to be prepared to change. There is no 'tick box' exercise, but rather a fundamental engagement with the idea of starting with the patient.

However, culture change is challenging, particularly when the change can threaten traditional ways of working. NHS organisations reported that investment in understanding patient experience and providing support for staff at all levels is necessary to achieve a real change in culture.

One senior manager explained '*just having a nice big action plan was not enough, there was a need for staff to believe in what they were doing. Its addressing staff attitude and values head on*'.

NHS Institute for Innovation and Improvement

- 3.7.3 The Panel were keen to hear about 'systems thinking' work within the council and also encouraged the use of 'user stories' to inform services/process changes. The Panel understood that the authority is 'buying in' expertise to do some 'systems thinking' work but would like to see staff internally trained within the organisation to carry out these activities in the longer term. The panel were subsequently informed that the expertise that has been brought in has been to 'up skill' a core number of employees so they are able to support the systems thinking work with the purpose that staff internally carry out these activities going forward.

⁴ User stories – information collect from service users about what they want from a particular service.

3.8 Do more targeted work by focusing in on areas for development through a more holistic and co-ordinated approach

3.8.1 We recognise that a lot of work is already being done in relation to changing the organisational culture here in Swansea but the Panel felt that for it to be most effective the authority will need to draw it all together in a more targeted, co-ordinated and joined up way. This would require a 'co-ordinated hit' on areas across the authority with the aim of tipping the balance in favour of an excellent can do culture.

3.8.2 In order to do a co-ordinated hit in areas of the council those services that will benefit most will need to be identified. A priority list of areas to be targeted should therefore be identified. The Panel did look into this aspect but from their evidence do not get a clear message about who should be prioritised. But did agree that it should start with those services with the most public face. It will be beneficial to pilot this in smaller area/s, with quick wins along the way publicised. This will help raise morale and ensure a co-ordinated approach.

3.8.3 Targeting areas with a co-ordinated approach should include:

- Training for managers in supporting and empowering staff
- System thinking work
- Consistent appraisal, 1-2-1 and team meeting processes incorporating innovation time within these
- Innovation awareness and events for staff and managers
- Visibility of senior managers and Councillors raised
- Encouragement of staff suggestions, recording and tracking these to fruition, identifying any barriers, publicising outcomes and feedback to staff.
- Involvement of trade unions

Issues highlighted by staff in respect of innovation and the culture of the organisation

- Innovation is often seen as something that is nice to do than something that is part of the day job.
- Suggestions put forward by staff going unanswered.
- Staff are being 'blocked' from engaging with the programme or attending events.

Themes to overcome barriers and encourage innovation and creating a can do culture

- Programme of events for senior leadership team
- Heads of Services are involved in developing a programme for middle management development.
- Innovation built into Employee Management process with managers.
- A back to basics approach is adopted and checklist of behaviours is to be developed in respect of leadership style.
- Staff given space away from job to innovate
- Senior Management Group and role of the quarterly meeting to be reviewed to incorporate more problem solving sessions

Linked to above, Peer Review suggests:

- All Directors and Heads of Service to specifically host action learning events
- Develop a programme of positive change stories for the public and internally 'INSPIRE'
- Develop a programme of member seminars focussed on change agenda
- Develop a programme of public seminars focussed on change agenda

Director of Corporate Services Overview Report 12 November 2014

3.8.4 Once targeted work moves on from an area we must ensure there is follow up/monitoring in place to ensure successes are sustainable.

3.9 Develop the role of councillors in improving the councils corporate culture

3.9.1 The Panel were keen to emphasise the importance of engaging and involving councillors in improving the corporate culture of the organisation. The Panel were pleased to see from our councillor survey that 86% of those who responded felt well informed about matters relating to corporate culture so the next step in for them to feel well engaged in the process.

3.9.2 The Councillor Survey highlighted that they felt they could best contribute to the development of a 'can do' culture in Swansea by meeting and talking with staff, demonstrating and reinforcing the 'can do' culture, improving communication and thinking more widely and not just within their own wards.

3.9.3 Visibility and involvement of councillors was seen as important to improving organisational culture. Building relationships with officers is seen as important, especially for councillors to get to know the staff in different parts of the council. The Panel liked the idea of Councillors having the opportunity of spending a little time in a chosen service, to see how it works and maybe shadow an employee.

3.9.4 The ideas identified in the councillor survey to improve the corporate culture within the organisation included working together and engaging with all staff and residents, strong leadership, regular communication, staff rewards and the importance of a no blame culture.

How do you think Councillors could best contribute to the development of a 'can do' culture in Swansea?

- By talking and meeting staff in all services that the Council provides so that it shows we are all working for the citizens of Swansea.
- Communication is vital. Meetings on a regular basis. Making clear what the policies are & monitoring the implementation of any new policies. Work together with staff however good scrutiny is a priority.
- Councillors can help by getting the council to understand the frustration experienced by their Council Tax Payers.
- Invite all councillors to put up a suggestion for something off the wall, at least twice a year.
- Be prepared to adopt practices that may go against political views.
- Being more visible
- Important to think beyond own ward, strive to achieve improvements beyond self-interest - however, this has to be balanced by representing the interests of own constituents. Not accept status quo: challenge 'official views' of officers if they stand in the way of making things better. Actively listen to constituents and, even if a request appears to be unfounded, make enquiries before coming to conclusions (sometimes something 'ludicrous' turns out to be a misunderstanding and has real value).
- We need to be included in all aspects of Sustainable Swansea, then if we know what is on the agenda and we understand we can gently deliver the message to the people of Swansea. Also when we try to engage with officers they accept we are part of this organisation and that we need to work together.
- Demonstrate a desire for change

Councillor Survey February 2014

3.10 Monitor progress regularly include looking at good practice

3.10.1 The Panel explored how we might know when we have an excellent corporate culture and how will we measure it? The difficulty in measuring attitudes and creating a benchmark was recognised but the Panel believed that some of the best ways to do this could include annually:

- a) Staff survey, benchmark established this year.
- b) Customer survey, benchmark established.
- c) Focus group with staff
- d) Focus group with users
- e) Consulting with councillors, views sought

3.10.2 The results of the Councillor survey suggested that the main indicators of a can do culture should include the following and these should be recognised in any measuring/monitoring process developed:

1. A willingness to try new things
2. Satisfied customers
3. A no blame culture
4. An organisation that listens and responds to staff and the public
5. Where ideas and innovations are embraced
6. Where staff feel happy

3.10.3 Evidence gathered suggests making connections with other organisations is a positive thing. Reviewing our practice and looking at innovations elsewhere will ensure that we are at the top of our game. It is important to see how others, with similar pressures, are improving their organisational culture. The Panel recognise that one size does not fit all but by continuing to be outward looking and seeing how others are operating will always be of benefit.

3.10.4 Ensuring that we plan for the sustainability of any culture change was seen as essential - we must not take our eye off the ball when attention moves on from the issue.

4. RECOMMENDATIONS

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

The Panel recognises that the Authority

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

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

The Panel recommends that Cabinet:

Long term challenges

1. Ensure sustainability of a can do culture by embedding it in all aspects of organisational development.
2. Embrace a wide range of innovation methods to bring about organisational changes including using for example systems thinking approaches and user stories to help inform work.
3. Develop skills for using these methods internally within the Council in the longer term to avoid the cost of 'buying in' expertise.

Medium term improvements

4. Develop and deploy a holistic and co-ordinated approach for improving the organisational culture using a targeted approach by:
 - a) ensuring staff are engaged in the Swansea Story
 - b) developing a prioritised shortlist of those services to be targeted
 - c) introducing a development programme for Managers specifically around supporting and empowering staff including managing effective change
 - d) introducing a peer coaching initiative for Managers
 - e) considering staff training needs for any future changes
5. Establish a streamlined measuring and monitoring process for driving improvement which is incorporated in the balanced scorecard.
6. Produce a single action plan that incorporates the recommendations from the peer review, staff survey, Corporate Assessment and the outcomes from this inquiry with clear development milestones.
7. Compare the outcomes of the annual staff survey with customer survey and publicise the results.
8. Take steps to ensure new staff receive corporate induction within 1 month of starting work with the Council
9. Review the corporate induction programme to ensure it includes required behaviours for a can do culture and information on the innovation programme.

Quick wins

10. Provide a clear instruction to managers prior to the next survey to maximise completion of staff survey within their teams.
11. Set a target for completion of the staff survey of at least 50%
12. Provide guidance to managers to ensure a consistent approach to staff Induction.
13. Ensure that Senior Managers and Councillors model the behaviour they would like to see from staff by building innovation into manager's personal development plans and councillor annual training programmes.
14. Ensuring managers incorporate innovation into staff appraisals, 1-2-1s and team meetings.

15. Increase the variety of ways the Innovation Programme reaches staff and publicises activities considering tools like an 'innovation blog' and recording sessions accessible to staff on the Intranet.
16. Encourage Senior Managers to undertake 'back to the floor' type activities with the outcomes forming part of the innovation blog.
17. Enable Councillors to be included in innovation activities including open invitations to Purple Room events and activities including publicising these activities on councillor micro site.
18. Develop a procedure for Councillors to be able to spend time in an observational/shadowing capacity within different Council departments.
19. Meet with Trade Unions to discuss how they might be involved.

ACKNOWLEDGEMENTS

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

The Panel would like to thank Councillor Clive Lloyd (Cabinet Member for Transformation and Performance), Dean Taylor, Director of Corporate Services, Steve Rees, Head of Human Resources and Organisational Development and Leanne Cutts, Innovation Co-ordinator, for all of their help and information provided.

The Panel would like to record its thanks to the following people who came and gave evidence including Andrew Hopkins, Interim Commercial Manager, Lee Wenham, Head of Communications and Customer Engagement, the Innovation Leads who attended the roundtable session with the Panel, Councillors and staff that gave their views via the surveys.

ABOUT THE INQUIRY PANEL

The **Corporate Culture Scrutiny Inquiry Panel** was established by the Scrutiny Programme Committee on a task and finish basis to carry out this work. It is a team of cross party Councillors who are not members of the Cabinet. The role of inquiry panels is to examine a strategic issue of concern and to make recommendations about how policies and services can be improved.

Members of the Panel


Andrew Jones (Convener)
Jan Curtice
David Cole
Paul Meara
Anthony Colburn
Erika Kirchner
Nick Davies
Mandy Evans
Joe Hale
Terry Hennegan
Mike White

NEXT STEPS

The report will be presented to Cabinet for decision. The Panel will reconvene within 12 months from decision to follow up on progress with the implementation of recommendations agreed by Cabinet and assess the impact of its work.

The inquiry was supported by Michelle Roberts from the Council's Scrutiny Unit.

For further information contact:

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City and County of Swansea
Michelle.roberts@swansea.gov.uk
 01792 637732

Report of the Chair

Scrutiny Programme Committee – 13 July 2015

PROGRESS REPORT – SERVICE IMPROVEMENT & FINANCE SCRUTINY PERFORMANCE PANEL

Purpose	The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will attend the committee on a regular basis to provide a progress report, updating the committee on headlines from their Panel's work and impact.
Content	This report focuses on the Service Improvement & Finance Scrutiny Performance Panel. Councillor Chris Holley, convener of the Panel, will provide the update.
Councillors are being asked to	<ul style="list-style-type: none"> • Ensure awareness / understanding of the work of the Panel • Consider its effectiveness and impact • Consider any issues arising and action required
Lead Councillor(s)	Councillor Chris Holley, Convener of the Service Improvement & Finance Scrutiny Performance Panel
Lead Officer & Report Author	Karen Bewen-Chappell, Scrutiny Officer Tel: 01792 636292 E-mail: karen.bewen-chappell@swansea.gov.uk

1. Introduction

- 1.1 The Service Improvement & Finance Scrutiny Performance Panel is one of four Performance Panels that have been established by the committee. Whilst the work of Inquiry Panels leads to the production of a final report with conclusions and recommendations for cabinet based on evidence gathered on a specific issue, the work of Performance Panels represent regular monitoring of particular services.
- 1.2 Performance Panels are expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services.
- 1.3 The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panels Conveners will therefore attend the committee throughout the year to provide a progress report to enable a more detailed discussion on the work of each Panel, achievements, effectiveness and impact. The committee may also need to consider any issues arising from Panel activities which may

have an impact on the overall scrutiny work programme. These regular reports ensure awareness amongst the committee as well as visibility across the council and public.

1.4 This report focuses on the Service Improvement & Finance Scrutiny Performance Panel. Councillor Chris Holley has recently become convener of the Panel, taking over from Councillor Mary Jones, and will provide a progress report. To focus the discussion, a short written report is attached as **Appendix 1**. This includes a summary of Panel activities, correspondence between the Panel and Cabinet Members, Panel, proposals made and impact.

1.5 The Membership of the Panel is as follows:

Labour Councillors: 4

David Cole	Joe Hale
Phillip Downing	Des Thomas

Liberal Democrat Councillors: 3

Chris Holley (CONVENER)	Mary Jones
Jeff Jones	

Independent Councillor: 2

Lynda James	Keith Marsh
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Conservative Councillor: 2

Anthony Colburn	Paxton Hood-Williams
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2. Legal Implications

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

3. Financial Implications

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

Background Papers: None

Legal Officer: Tracey Meredith

Finance Officer: Paul Cridland

Service Improvement & Finance Scrutiny Performance Panel Update

1. Remit of the Panel

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

2. Introduction

The Panel is focused on contributing to the budget process and annual improvement process by providing a critical friend for the Cabinet, and helping to ensure accountability. This is particularly important when the Council is experiencing one of the most difficult budget settlements it has ever faced, with cuts to the Local Government Settlement increasing from an anticipated 1.5% to a potential 4.5% in 2015/16.

3. Key Activities

The Panel held 5 meetings between March and February. This has involved speaking to a range of Cabinet Members (3) and has resulted in 6 convener's letters being sent to Cabinet Members.

Cllr Mary Jones stepped down as Convener of the Panel in April and Cllr Chris Holley agreed to become Convener of the Panel from May onwards.

The main issues covered were as follows:

11 March

- Q & A session with Cllr Will Evans, Cabinet Member for Anti Poverty to discuss the implementation and impact of budget decisions within his portfolio.
- 3rd Quarter Budget Monitoring Report including the Budget Savings Tracker.

15 April

- 3rd Quarter 2014-15 Performance Monitoring Report including the Policy Commitments Tracker.

13 May

- Progress Update on Procurement Framework for Oracle Support
- Q & A session with Cllr David Hopkins, Cabinet Member for Communities & Housing to discuss the implementation and impact of budget decisions within his portfolio.

10 June

- Overview of the new performance framework and indicators. The new model being developed is a Balanced Scorecard.

4. Achievements / Impact

The Panel has met with 3 Cabinet Members since March, holding them to account on a range of issues. This has included:

- **Cabinet Member for Anti Poverty** - The Panel has explored wider aspects of this portfolio and discussed the wider definition of poverty. The long term and generational nature of anti poverty work was stressed by the Cabinet Member. The Panel will be looking closely at the objectives and indicators within the Council's Anti Poverty Strategy.
- **Cabinet Member for Communities & Housing** - The Panel has raised issues around direct payments & rent arrears, affordable housing and voids with the Cabinet Member. We also discussed the work being carried out around the Welsh Housing Quality Standard, which has to be met by 2020, especially in relation to available payment options for leaseholders and a procurement framework in place that includes quality as well as cost.
- **Cabinet Member for Enterprise, Development & Regeneration** – We have raised concern about the decline in performance relating to visits to the Grand Theatre.
- **Performance** – A number of key issues/questions have been raised regarding 3rd Quarter 2014-15 Performance Monitoring Report including the Policy Commitments Tracker. The Panel questioned whether the document and presentation style of the Policy Commitments Tracker is sufficient for robust scrutiny and to monitor progress. We also expressed concern about the length of time taken to work through the document. The Panel were pleased to note that the new Balanced Scorecard addressed this issue, but have raised a number of questions regarding the customer experience and engagement section of the Balanced Scorecard in a letter to the Cabinet Member.
- **Budget Monitoring** – We have discussed issues around:
 - the unusual volatility in the budget
 - the effect of grant changes being made with short notice
 - the volatility of external costs (e.g. fuel)
- **ICT Procurement Framework for Oracle Support** – The Panel has raised questions about future ICT provision and tendering processes. We will be looking at information and costs in relation to the support contract. The Panel is reviewing its engagement in looking at this issue, and involvement at key stages, to ensure we can have an impact on the decision-making process. Further reports on future ICT provision will be programmed.

5. Future Work Programme

- The Panel will continue to meet on a monthly basis.
- The Panel's work plan for 2015/16 has been drafted and will be updated to include some of the topics/issues raised in the Scrutiny Work Plan Conference.
- The Panel will continue with the Q & A sessions with Cabinet Members and to monitor the budget at key points throughout the year.

6. Action required by the Scrutiny Programme Committee

None.

Agenda Item 9

Report of the Chair

Scrutiny Programme Committee – 13 July 2015

SCRUTINY ANNUAL REPORT – 2014-15

Purpose	To provide a report on the work of scrutiny for the municipal year 2014-15.
Content	This report provides background to the annual report and attaches the annual report 2014-15.
Councillors are being asked to	Consider and agree the content of the annual report
Lead Councillor(s)	Councillor Mary Jones, Chair of the Scrutiny Programme Committee Councillor Robert Smith, Vice Chair
Lead Officer(s)	Dean Taylor, Director – Corporate Services
Report Author(s)	Dave Mckenna, Scrutiny Manager Tel: 01792 636090 E-mail: dave.mckenna@swansea.gov.uk

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

5. Councillors should also consider whether the indicators will be suitable for future reports or whether different indicators should be used or developed.
6. Subject to agreement, the annual report could be presented to Council on 23 July 2015.

Financial Implications

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

Legal Implications

8. 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.

Background Papers: None

Appendices:

1. Scrutiny Annual Report 2014-15

Legal Officer: Tracey Meredith

Finance Officer: Paul Cridland

Scrutiny Annual Report 2014/15

Scrutiny Programme Committee
City and County of Swansea - Dinas a Sir Abertawe

July 2015



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3.10	Number of chairs letters written to cabinet members = 76	9
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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 (76)
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 five 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.

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

2. Swansea Scrutiny Results Scorecard 2014-15

Scrutiny Practice	A. How much scrutiny did we do?	B. How well did we do it?
	<ol style="list-style-type: none"> 1. Number of committee meetings = 21 ↑ 2. Number of panel meetings/working groups = 99 ↑ 3. Number of in-depth inquiries completed = 4 ↑ 	<ol style="list-style-type: none"> 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% ↑
Scrutiny Outcomes	C. How much did scrutiny affect the business of the Council?	D. What were the outcomes of scrutiny?
	<ol style="list-style-type: none"> 10. Number of chairs letters written to cabinet members = 76 ↑ 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% ↔ 	<ol style="list-style-type: none"> 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% ↑

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

3. About the Indicators

A. How much scrutiny did we do?

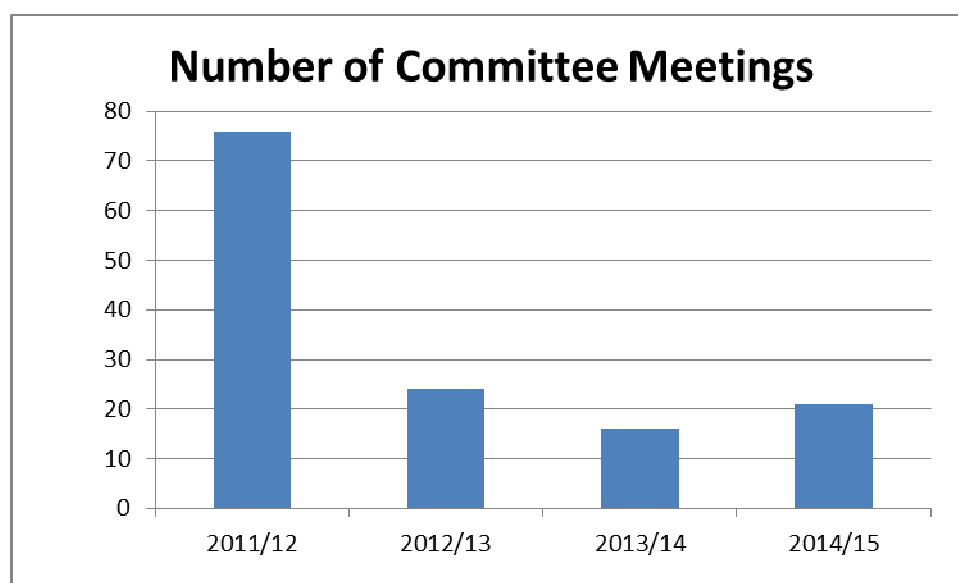
3.1 Number of formal committee meetings = 21

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.

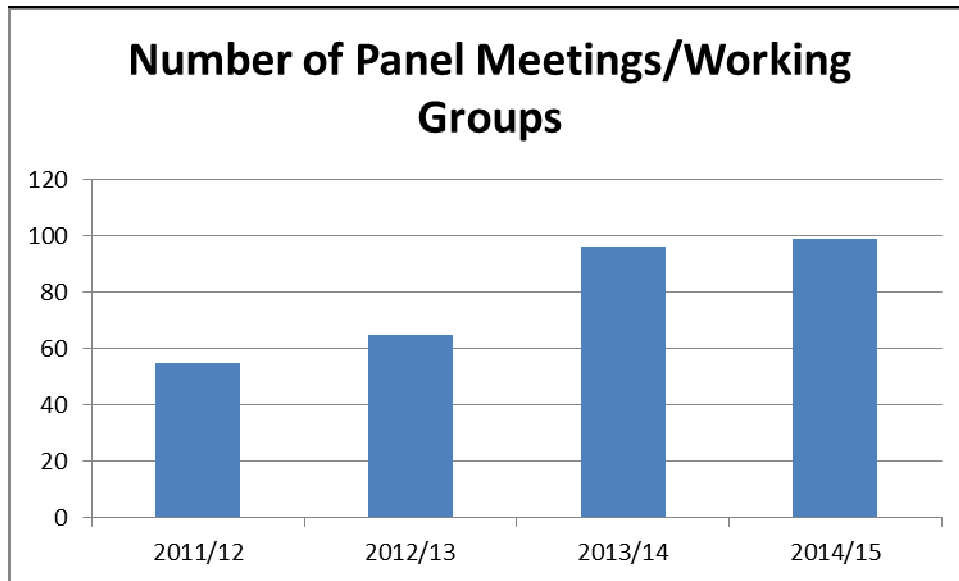
There are two types of panels:

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:

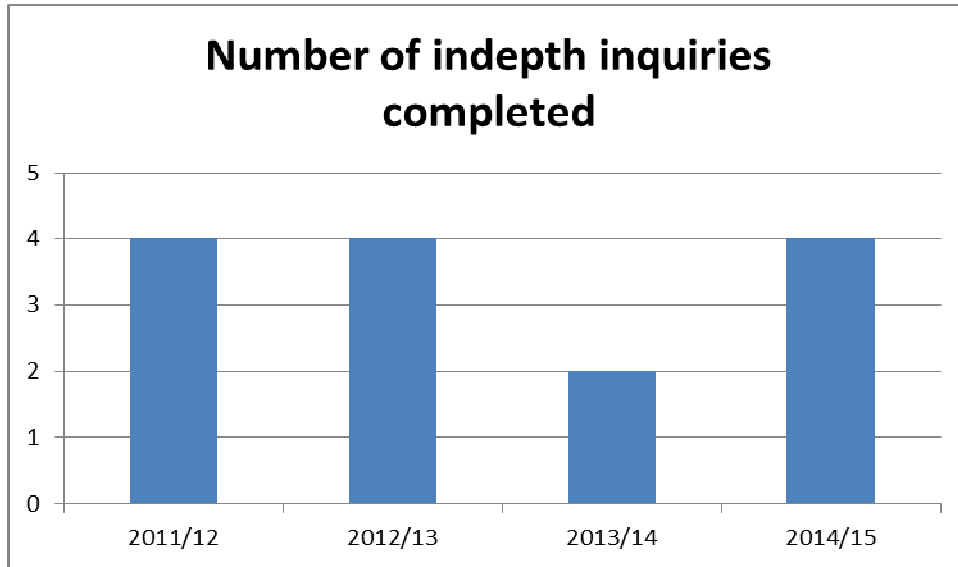


3.3 Number of in-depth inquiries completed = 4

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

Inquiry	Panel
<i>Open for Business:</i> How can we increase inward investment to Swansea and the city region?	Inward Investment Inquiry Panel
<i>Public Engagement:</i> How can the Council improve its engagement practices?	Public Engagement Inquiry Panel
<i>Improving Street Scene Services:</i> 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
<i>Building an Independence Service:</i> 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:

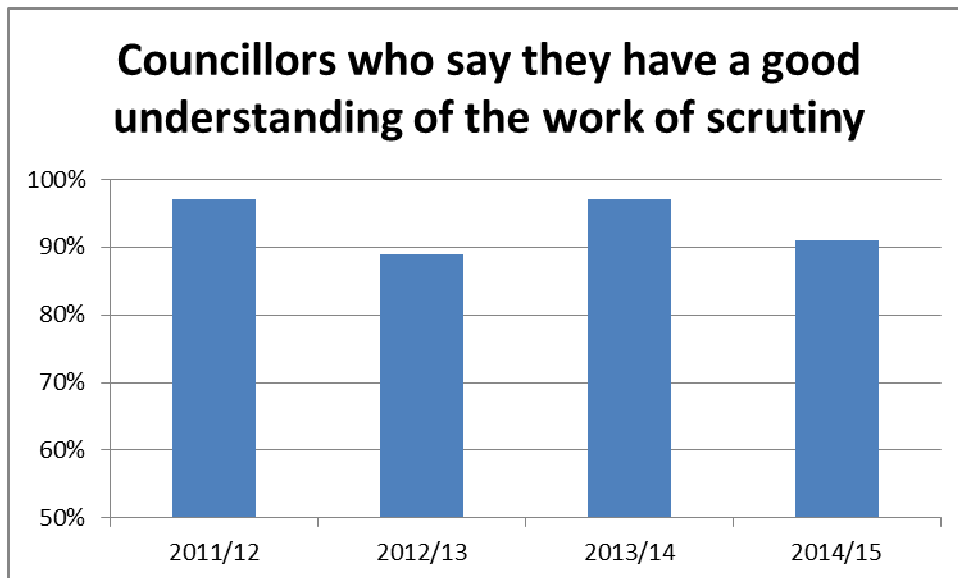


B. How well did we do it?

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:

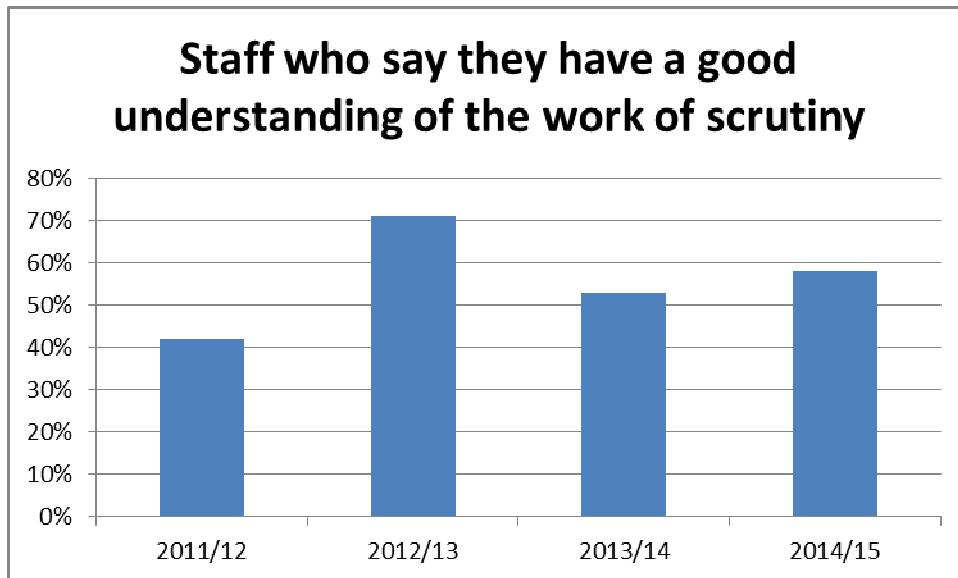


3.5 Staff who say they have a good understanding of the work of scrutiny = 58%

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.

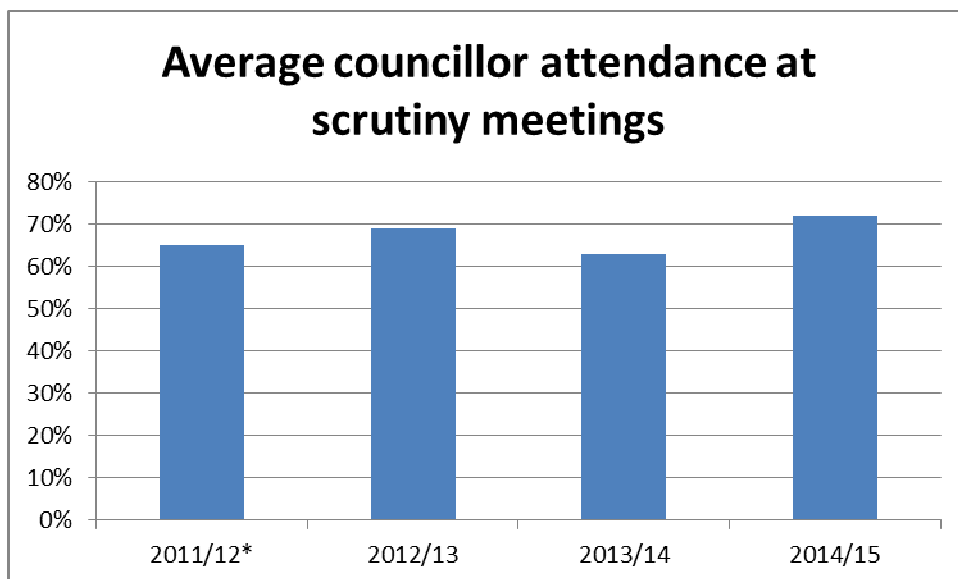
Comparison with previous years:



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:

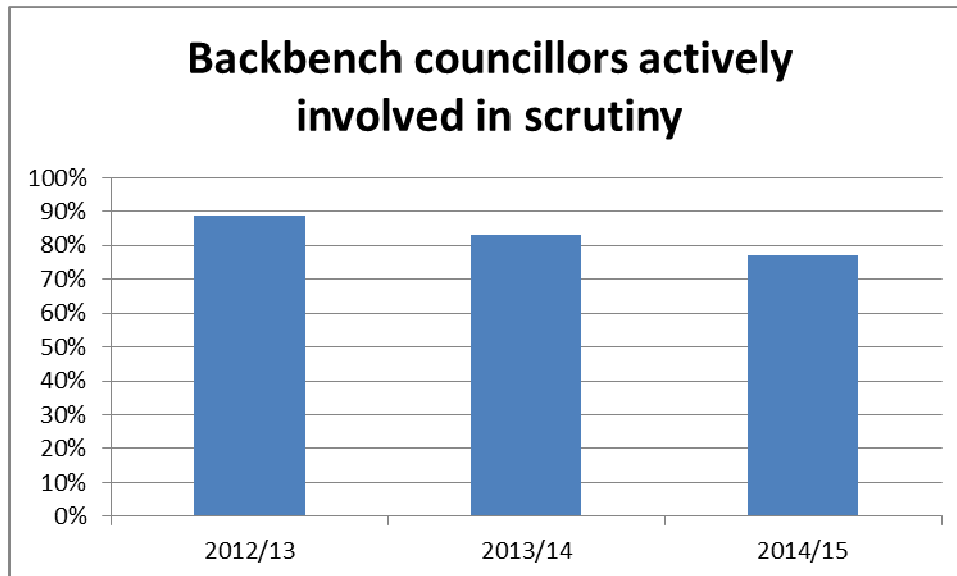


*formal meetings only

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.

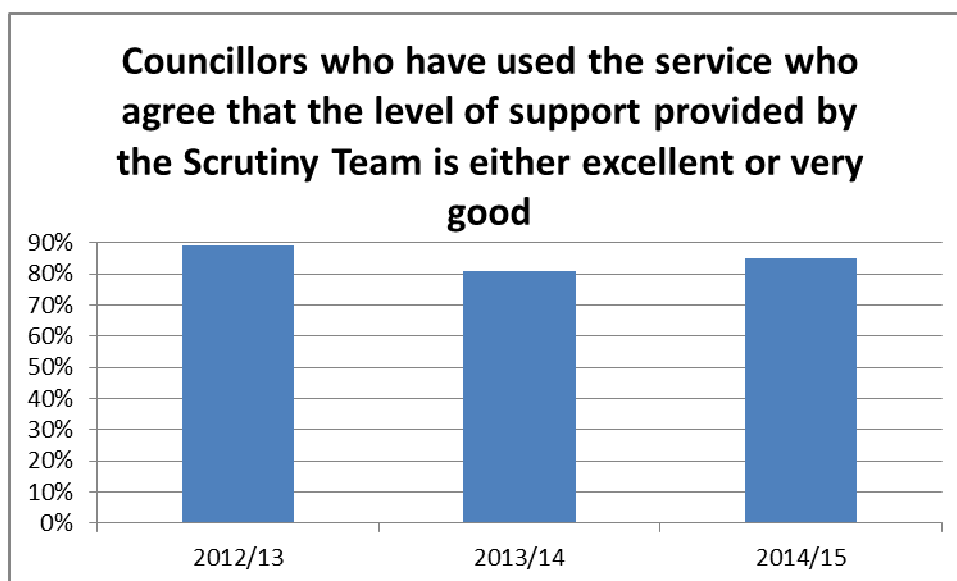
Comparison with previous years:



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.

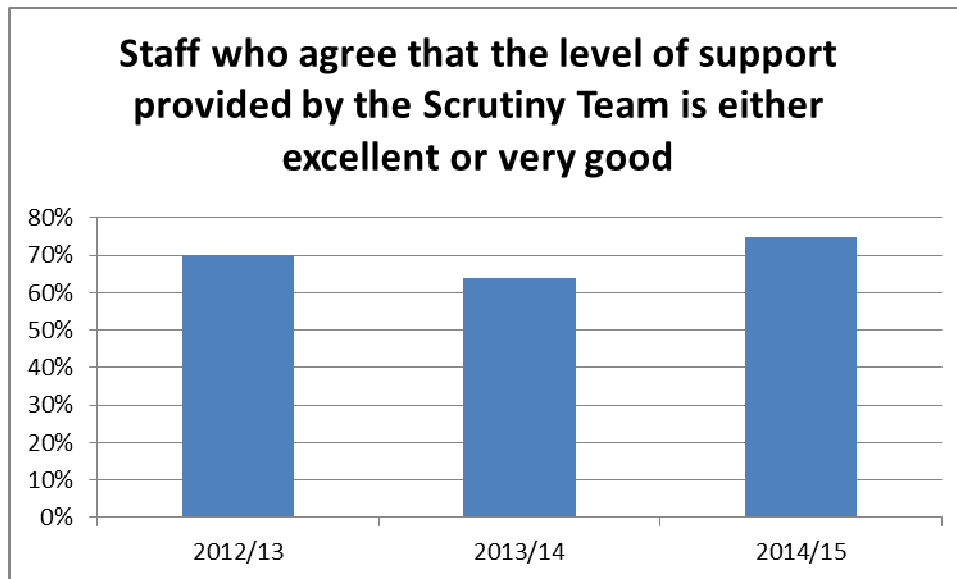
Comparison with previous years:



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:

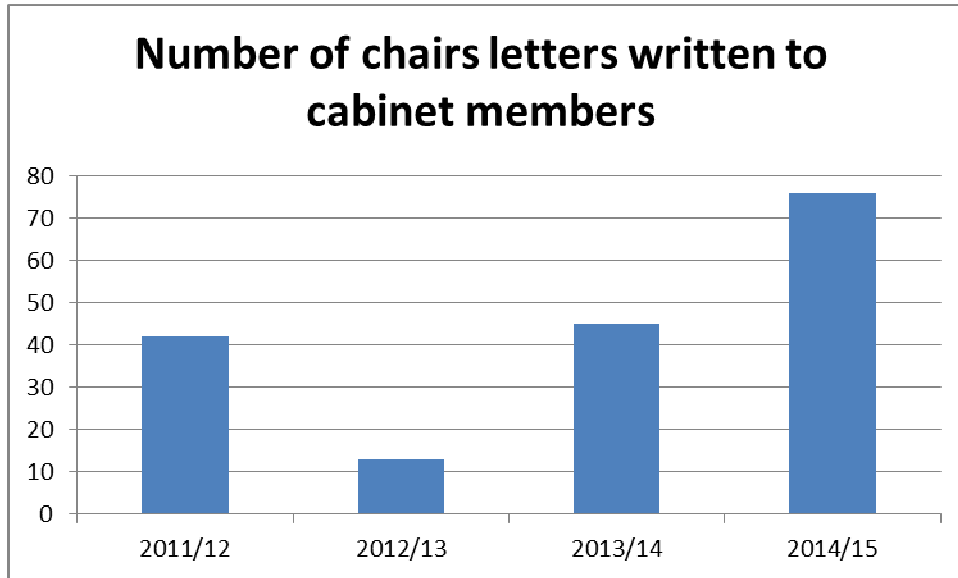


C. How much did scrutiny affect the business of the Council?

3.10 Number of chairs letters written to cabinet members = 76

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:

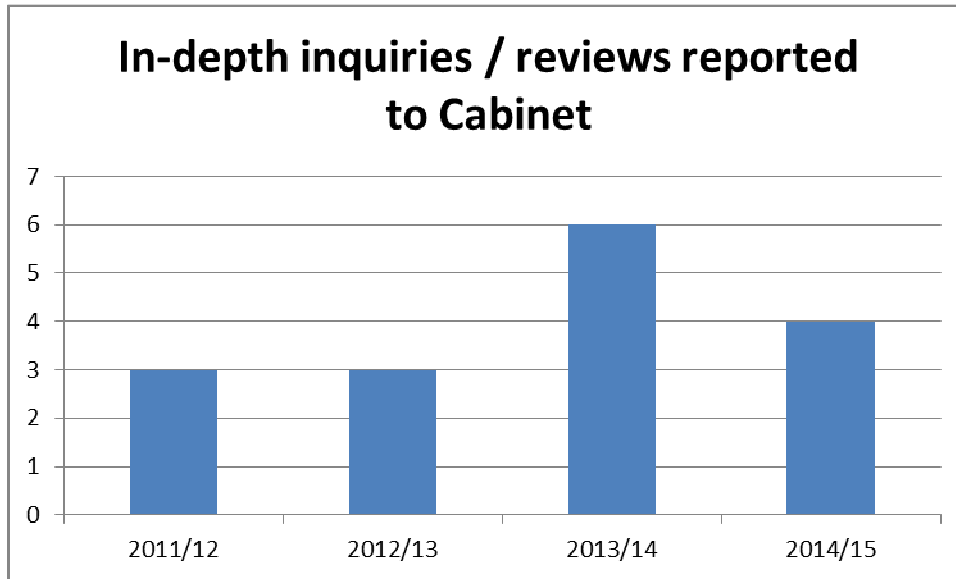


3.11 In-depth inquiries / reviews reported to Cabinet = 4

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:

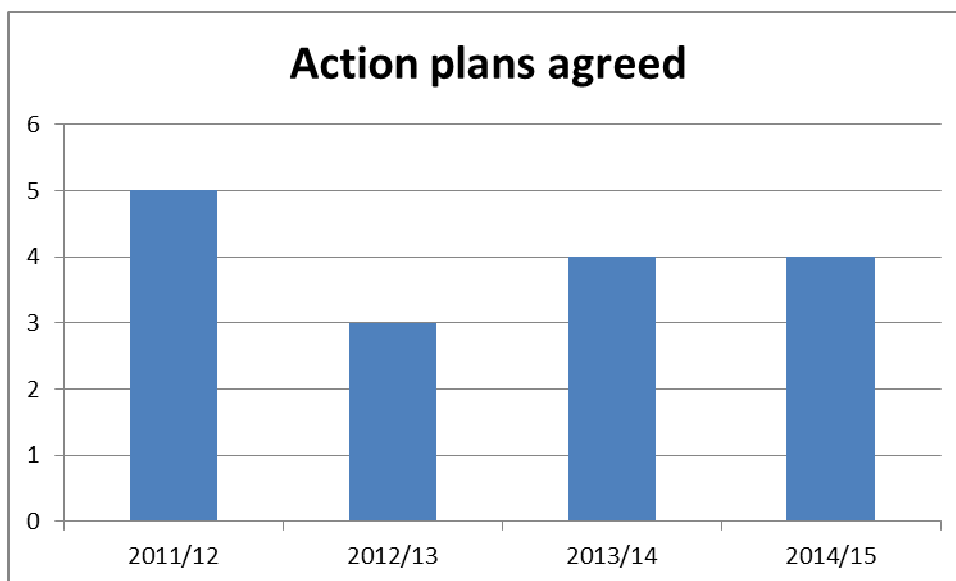


3.12 Action plans agreed = 4

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:

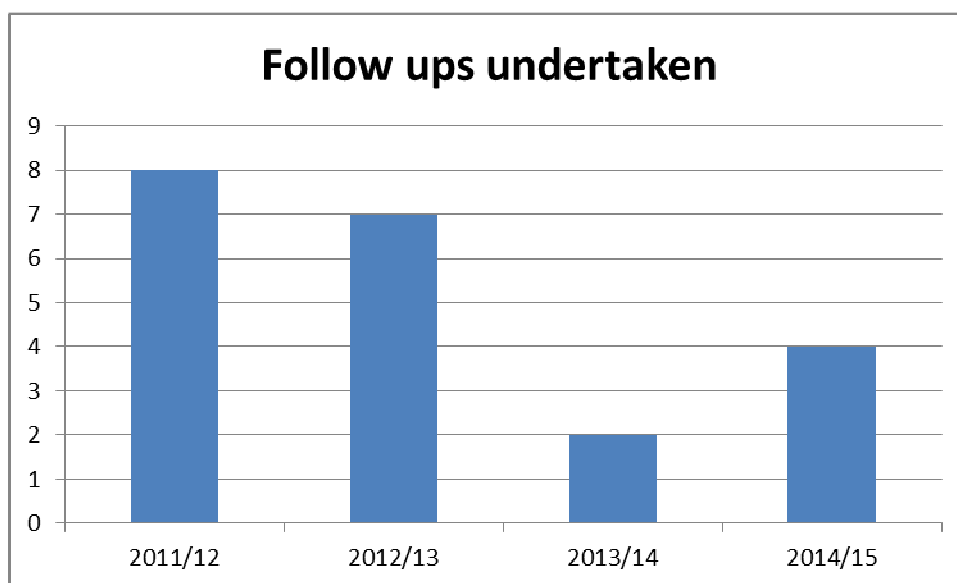


3.13 Follow ups undertaken = 4

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:

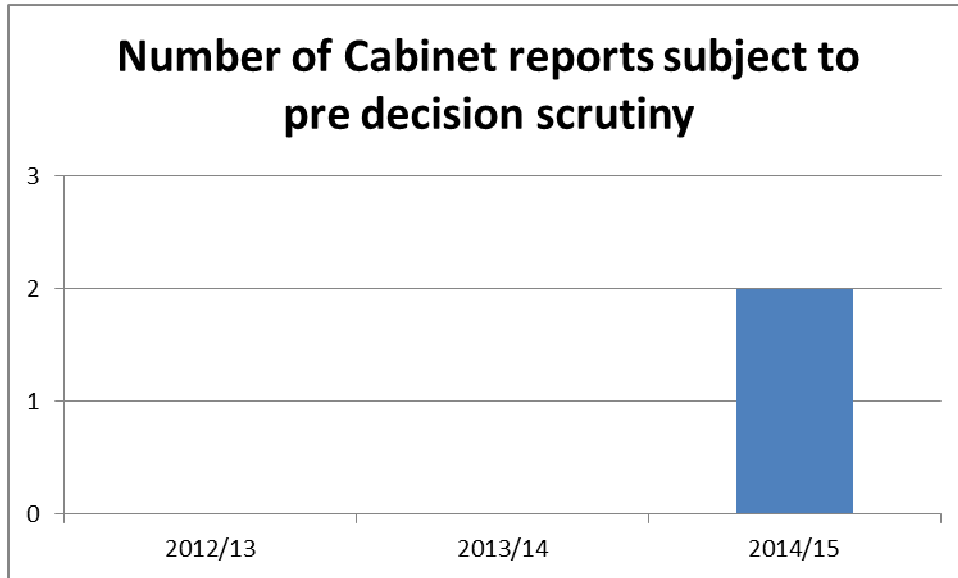


3.14 Number of Cabinet reports subject to pre decision scrutiny = 2

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

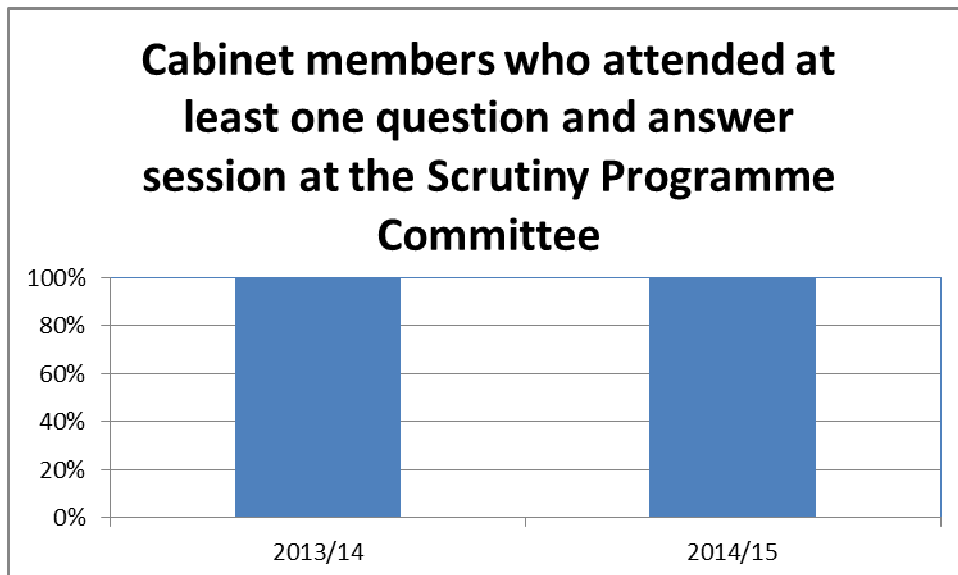
Comparison with previous years:



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:

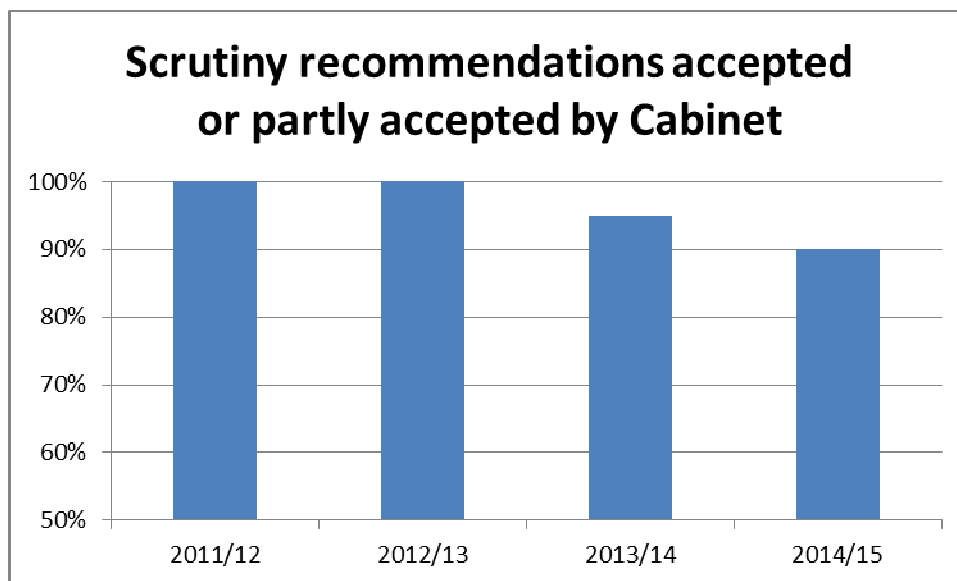


D. What were the outcomes of scrutiny?

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.

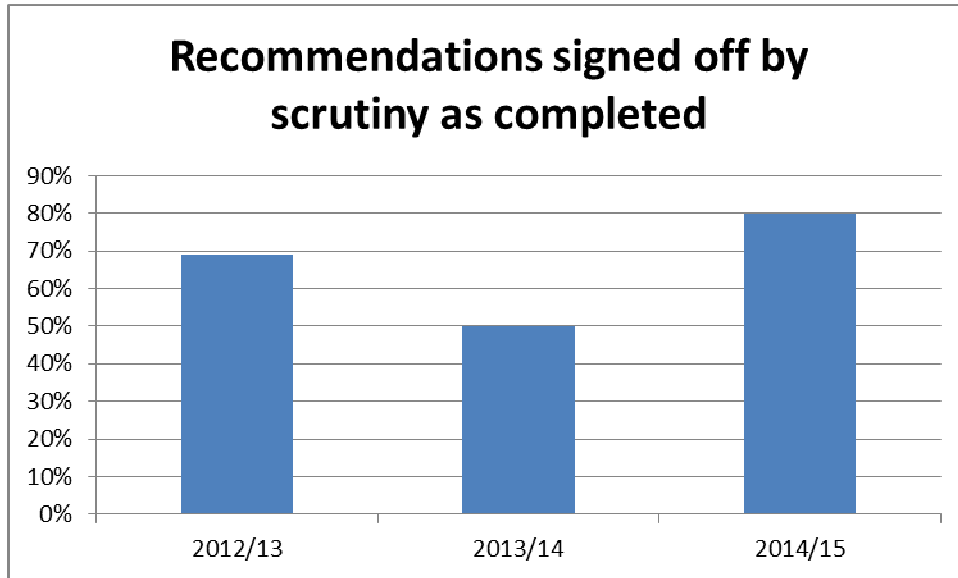
Comparison with previous years:



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 indicator 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).

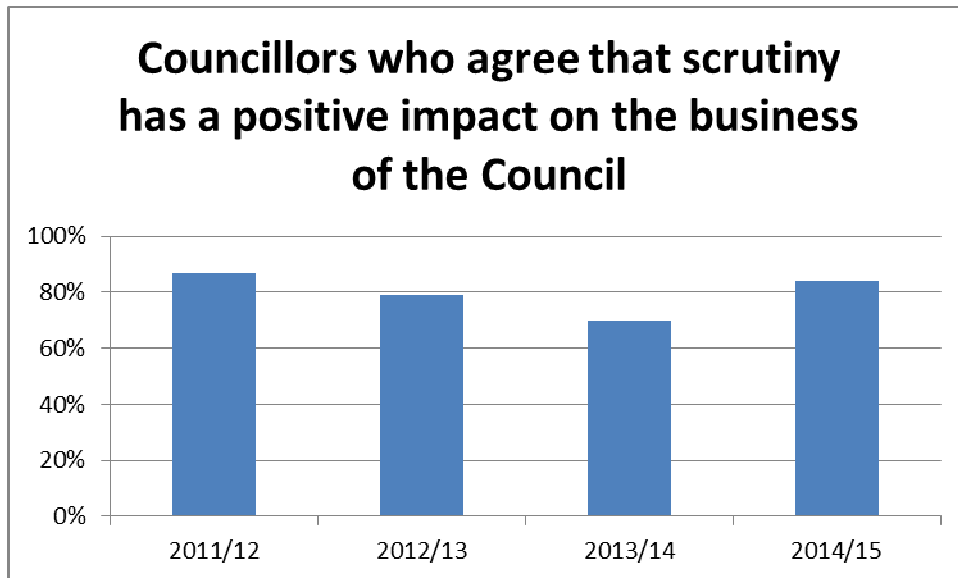
Comparison with previous years:



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).

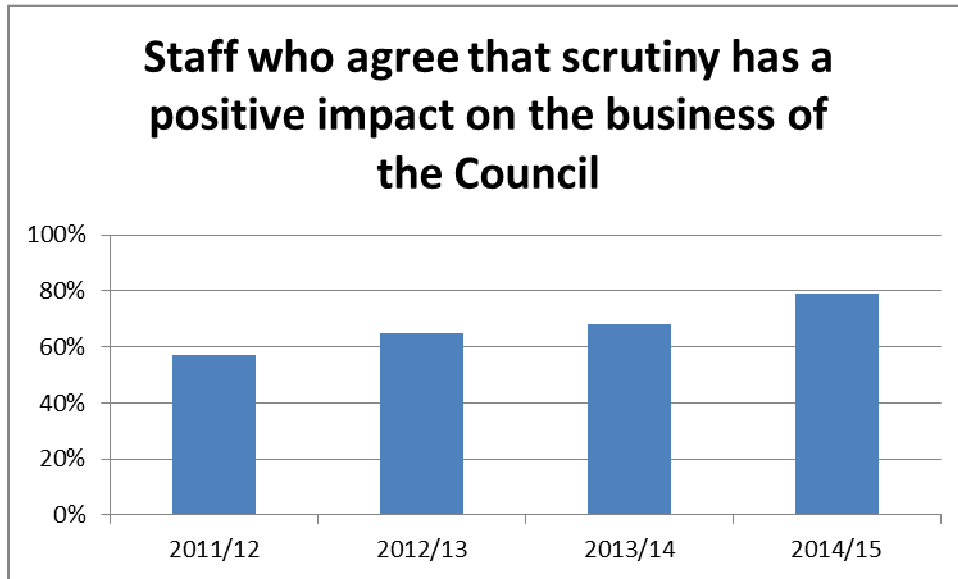
Comparison with previous years:



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:



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:

<i>Theme</i>	<i>What We Did</i>
Impact: Making more of a difference	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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).

<p>Public Engagement: Giving citizens a voice</p>	<ul style="list-style-type: none"> • 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
<p>Training and Development: Ensuring we have the skills we need</p>	<ul style="list-style-type: none"> • 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
<p>Continuous Improvement: Getting better at what we do</p>	<ul style="list-style-type: none"> • 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)
- Welsh 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.

Agenda Item 10

Report of the Chair

Scrutiny Programme Committee – 13 July 2015

SCRUTINY WORK PROGRAMME 2015/16

Purpose	This report explains the background and purpose of the scrutiny work programme. The report invites the committee to consider the scrutiny work programme for the year ahead taking into account feedback from the recent Scrutiny Work Planning Conference.
Content	The current work programme is attached, including a plan for future committee meetings, which shows the topics that will be examined by scrutiny through various Panels and Working Groups. It includes work that needs to be carried over, either because of its importance or because work is incomplete.
Councillors are being asked to	<ul style="list-style-type: none">• accept or make changes to the scrutiny work programme, including the committee's work plan timetable• plan for the committee meetings ahead• review progress of established Panels and Working Groups• consider the information on future cabinet business and any opportunities for pre-decision scrutiny
Lead Councillor	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

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

1.2 The broad aim of the scrutiny function is:

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

- help improve services
- provide an effective challenge to the executive

- engage members in the development of policies, strategies and plans
- engage the public

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

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

2. **Methods of Working**

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

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

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

A pre-inquiry Working Group is arranged at the start of any proposed inquiry. The Working Group will receive a detailed presentation of the subject matter, with advice from relevant Cabinet Members / officers, and existing research and information available. This will enable the Working Group to determine whether an in-depth inquiry is necessary and

inform decisions about its focus. If so, the Working Group will suggest appropriate terms of reference to the committee (including the key question / line of inquiry, and timescales) for agreement. Alternatively, the Working Group may agree that no further work is needed, but can submit opinion and proposals to Cabinet Member(s) as required.

Inquiry Panels will reconvene to follow up on implementation of agreed recommendations and cabinet action plans, and the impact of their work – usually 6-12 months following cabinet decision, with a further follow up arranged if required.

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

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

2.2 These arrangements should help to achieve more focused scrutiny activity and provide flexibility to deal with things in different ways, depending on the issue, and improve impact.

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

2.4 Although much of the work of scrutiny is carried out by informal Panels and Working Groups these meetings are accessible to the public. Agendas, reports, letters relating to all scrutiny activities are published on-line: <http://swansea.gov.uk/scrutinypublications>.

3. Scrutiny Work Programme

3.1 Scrutiny Programme Committee:

3.1.1 The committee's work plan for the year ahead is attached as **Appendix 1**. This includes a schedule of future Cabinet Member Question & Answer Sessions.

3.1.2 Some other notable items:

10 August	Councillor Support and Development: Discussion on training and development needs develop knowledge and skills; Consideration of services on offer from the WLGA
14 September	Final Inquiry Report into Education Inclusion: To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Cheryl Philpott, prior to submission to Cabinet for decision
16 November	Council Priorities: Update from Director - Corporate Services, on council priorities, strategic challenges, key decisions
14 March (tbc)	Crime & Disorder Scrutiny: Joint Chairs of Safer Swansea Partnership to attend to provide information and take questions on the performance of the Partnership to enable committee to explore plans / objectives, achievements, impact, challenges
Date tbc	Public Engagement: To discuss revision of committee agenda (and procedure rules) to increase public participation e.g. introducing a public question time

3.1.3 The committee work plan will remain under constant review to ensure it is robust and effective. An updated work plan timetable will assist forward planning and help the committee to manage workload and review progress made. Committee members will review and confirm items for the next and future meetings giving specific consideration to who should attend and confirm expectation so that meetings are always well planned and prepared for, e.g. information required and key questions that the committee wishes to ask. The committee will have the opportunity to review priorities and introduce issues of concern as and when they arise, e.g. pre-decision scrutiny which may require extra meetings.

3.1.6 Pre-decision scrutiny – the committee is invited to consider the available information on future cabinet business (see Forward Look attached as **Appendix 2**) and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications. Any requests will require discussion with relevant Cabinet Member(s) to confirm timescales and window of opportunity for scrutiny involvement. Pre-decision scrutiny enables scrutiny to develop understanding about and ask questions on proposed Cabinet reports to provide 'critical friend' challenge and influence decision-making.

3.1.7 Committee Review - the review of the Gypsy & Traveller Site Search Process (commenced in February 2014) being carried out via special meetings of the Scrutiny Programme Committee is still in progress, although nearing conclusion. A meeting is taking place on 9 July at which a plan for the conclusion of the review is expected to be discussed.

3.2 Inquiry Panels:

3.2.1 The following Inquiry Panels are currently active:

In progress (yet to report):	Completed (follow up stage)
<ul style="list-style-type: none"> • Education Inclusion (evidence gathering) - Expected End: Sept 2015 • School Governance (evidence gathering) – Expected End: Dec 2015 • Child & Adolescent Mental Health Services (pre-inquiry stage) – Expected End: Feb 2016 	<ul style="list-style-type: none"> • Inward Investment (14 July 2015) • Public Engagement (Sep 2015) • Streetscene (Nov 2015) • Social Care at Home (Jan 2016)

3.2.2 Feedback from the recently concluded Sustainability Working Group is included in this agenda (item 12) for the committee’s consideration. The Working Group has recommended the establishment of an Inquiry Panel to look at Food Security and Sustainability.

3.3 Performance Panels:

3.3.1 The following Performance Panels are now well established, with work ongoing:

<ul style="list-style-type: none"> • Service Improvement & Finance • Local Service Board (<i>multi-agency</i>) 	<ul style="list-style-type: none"> • Schools • Child & Family Services
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3.3.2 The work of the Transformation of Adult Social Services Panel is also ongoing.

3.4 Working Groups:

3.4.1 The following topics were agreed during the previous municipal year and Working Group meetings in the following order of priority:

1. Local Flood Risk Management	4. Target Areas
2. Roads / Highway Maintenance	5. Civic Events
3. Young Carers	6. Welsh Housing Quality Standard

- 3.5 **Appendix 3a & 3b** provide a snapshot of progress with the informal Panels and Working Groups established by the committee to carry out specific activities, and current position. The Terms of Reference recently agreed by the School Governance Inquiry Panel are also included. The key question that the Panel is exploring is: How can the Council ensure that school governors provide effective challenge for their schools?
- 3.6 For further information a contact list for lead scrutiny members and officers is also contained in **Appendix 4**.

4. Work Planning Conference

- 4.1 A Scrutiny Work Planning Conference took place on 8 June and was attended by 18 scrutiny councillors, 1 co-opted member and the Chair of the Audit Committee. The conference featured various perspectives on the work programme, including council priorities. Suggestions that had been gathered from the annual councillor survey, cabinet members, officers, the public and partners were shared for consideration. The conference papers are *attached (Appendix 5)*.
- 4.2 Those in attendance were asked to give thought to work plan priorities for this year, whether anything important was missing from current work, and whether the balance was right across Cabinet portfolios. Councillors present shared views about the work programme and identified priorities for the year ahead.
- 4.3 Key issues from the work planning conference:
- Focus on Corporate Priorities e.g. **Building Sustainable Communities** (objectives, actions, outcomes)
 - Key Cabinet Decisions (forward look > pre-decision scrutiny) e.g. **commissioning reviews, asset disposal strategy**
 - Financial Scrutiny e.g. **Budget** (cuts / savings, impact), **Commercialism, Procurement Process**
 - **Poverty & Prevention** Service Area(s)
 - Ensuring right balance of scrutiny activity across all Cabinet portfolios (e.g. **Anti-Poverty; Wellbeing & Healthy City**)
 - Other topic suggestions: **Corporate Building Services** (e.g. issues re service model, cost, competitiveness); **Community Asset Transfer** (e.g. how to empower and support community groups / 3rd sector / other providers – is there a clear and consistent procedure, guidance or strategy?)

4.3.1 List of other suggestions from group discussion:

- Transition from Child & Family Services to Adult Social Services
- Disabled Facilities Grants
- City Centre Development (impact on Swansea generally)
- Children's Play / Youth Services
- Tethered Horses
- Community Involvement / Equality in Council decision-making (e.g. how to engage hard to reach groups)
- Elective Home Education (safeguarding issues) (*Schools Performance Panel already been looking at this*)
- Home to School Transport (*Schools Performance Panel already looking at this*)

4.3.2 Other issues raised:

- develop links with Audit / Inspection (work plans, reports, action plans, impact)
- Scrutiny / Cabinet Advisory Committee (CAC) relationship – clarity about role of CACs / impact of their work on scrutiny work programme
- consider timing of future Work Planning Conference – suggested before end of municipal year
- how to improve councillor engagement in scrutiny

4.4 Taking into account feedback from the conference, the committee should consider what additional work should be included in the work programme. This should be guided by the overriding principle that the work of scrutiny should be strategic and significant, focussed on issues of concern, and represent a good use of scrutiny time and resources.

4.5 This year the committee is keen that the work programme engages more directly with the work of all Cabinet Members through, for example, pre decision scrutiny. At the same time the recent WLGA Peer Review has stressed the importance of aligning scrutiny work more closely to the corporate priorities. A summary of the existing work programme showing coverage across cabinet portfolios is attached as **Appendix 6**. Further guidance about selecting / prioritising topics is attached as **Appendix 7**.

5. Monitoring the Work Programme

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

6. Support

- 6.1 The work of the Committee, Panels and Working Groups will have the dedicated support of a member of the Council's Scrutiny Unit. This lead scrutiny officer will project manage scrutiny activities and help to ensure that things runs smoothly, for example for in-depth inquiries they will:
- contact and arrange witness sessions
 - carry out and assist with any consultation and public engagement exercises
 - carry out research on behalf of the Committee
 - help to keep the work to time
 - capture and reflect back the ideas, evidence gathered and any key issues that have been highlighted
 - assist in the compilation of final reports
- 6.2 The Executive Board and Service Departments are also an essential source of advice and support. Engagement with departments will be important in providing context for areas of work, knowledge about policies and service delivery, and technical expertise.
- 6.3 Prioritisation of scrutiny activities is vital in view of limited scrutiny time and resources. Aligning the amount of scrutiny with available resources will help to sharpen the focus on the quality of scrutiny and impact. The committee should recognise that a limited number of panels and working groups can be supported in any given year, keeping a degree of flexibility to adapt to issues that may emerge during the year.

7. Public Requests for Scrutiny / Councillor Calls for Action

- 7.1 In accordance with the Local Government (Wales) Measure 2011 the Scrutiny Programme Committee has agreed arrangements to deal with requests for scrutiny from individual councillors (who are not members of the committee) and/or members of the public.
- 7.2 Councillors who are not on the Scrutiny Programme Committee who have suggestions for scrutiny during the course of the year should make these known to the chair and vice-chair of the Scrutiny Programme Committee for consideration. However for a more formal route there is the Councillor Call for Action (CCfA). CCfAs specifically enable councillors to refer issues of local importance to an overview and scrutiny committee, however as a means of "last resort" in a broad sense, with issues being raised at a scrutiny committee after other avenues have been explored.
- 7.3 Members of the public are able to make requests for scrutiny by contacting the Scrutiny Team in writing detailing the issue of concern, its impact, and suggested action.
- 7.4 In accordance with the agreed protocol for both councillor calls for action and public requests for scrutiny the chair of the Scrutiny

Programme Committee will consider any requests received and bring about proposals to deal with these to the committee for consideration.

8. Financial Implications

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

9. Legal Implications

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

Background papers: None

Legal Officer: Tracey Meredith

Finance Officer: Paul Cridland

Appendices:

Appendix 1: Proposed Committee Work Plan 2015/16

Appendix 2: Forward Look (Cabinet Business)

Appendix 3a: Overall Scrutiny Work Programme Timetable 2015/16

Appendix 3b: Progress of Panels and Working Groups (incl. Terms of Reference – School Governance Inquiry)

Appendix 4: Scrutiny Councillor / Officer Leads

Appendix 5: Scrutiny Work Planning Conference Papers

Appendix 6: Scrutiny Work Programme by Cabinet Portfolio

Appendix 7: Scrutiny Work Planning Guidance

Scrutiny Programme Committee – Work Plan

Standing Agenda Items:

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

Items for Specific Meetings:

Meeting	Reports	Purpose
13 Jul	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Leader of the Council
	<ul style="list-style-type: none"> Progress Report – Service Improvement & Finance Performance Panel 	<ul style="list-style-type: none"> Councillor Chris Holley, Convener, attending to update on headlines from the Panel’s work and achievements
	<ul style="list-style-type: none"> Final Inquiry Reports: § Corporate Culture 	<ul style="list-style-type: none"> To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Andrew Jones, prior to submission to Cabinet for decision
	<ul style="list-style-type: none"> Scrutiny Annual Report 	<ul style="list-style-type: none"> To agree the annual report of the work of overview & scrutiny for the municipal year 2014/15, as required by the constitution
	<ul style="list-style-type: none"> Work Programme 2015-16 	<ul style="list-style-type: none"> To consider feedback from Annual Scrutiny Work Planning Conference and proposals for the work programme, including work plan for future committee meetings

10 Aug	<ul style="list-style-type: none"> • Cabinet Member Question Session 	<ul style="list-style-type: none"> • Question and answer session with Deputy Leader / Cabinet Member for Services for Children & Young People
	<ul style="list-style-type: none"> • Progress Report – Child & Family Services Performance Panel 	<ul style="list-style-type: none"> • Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel's work and achievements
	<ul style="list-style-type: none"> • Councillor Support and Development 	<ul style="list-style-type: none"> • Discussion on training and development needs develop knowledge and skills • Consideration of services on offer from the WLGA
14 Sep	<ul style="list-style-type: none"> • Cabinet Member Question Session 	<ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Education
	<ul style="list-style-type: none"> • Progress Report – Schools Performance Panel 	<ul style="list-style-type: none"> • Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel's work and achievements
	<ul style="list-style-type: none"> • Final Inquiry Reports: § Education Inclusion 	<ul style="list-style-type: none"> • To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Cheryl Philpott, prior to submission to Cabinet for decision
12 Oct	<ul style="list-style-type: none"> • Cabinet Member Question Session 	<ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Environment & Transportation
	<ul style="list-style-type: none"> • Progress Report – Local Service Board Performance Panel 	<ul style="list-style-type: none"> • Convener attending to update on headlines from the Panel's work and achievements
	<ul style="list-style-type: none"> • Annual Local Government Performance Bulletin 2014-15 	<ul style="list-style-type: none"> • To ensure awareness of content of the Local Government Data Unit ~ Wales report and use to support the scrutiny of service performance
16 Nov	<ul style="list-style-type: none"> • Cabinet Member Question Session 	<ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Transformation & Performance
	<ul style="list-style-type: none"> • Council Priorities 	<ul style="list-style-type: none"> • Update from Director - Corporate Services, on council priorities, strategic challenges, key decisions
	<ul style="list-style-type: none"> • Progress Report – Service Improvement & Finance Performance Panel 	<ul style="list-style-type: none"> • Councillor Chris Holley, Convener, attending to update on headlines from the Panel's work and achievements
14 Dec	<ul style="list-style-type: none"> • Cabinet Member Question Session 	<ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Finance & Strategy
	<ul style="list-style-type: none"> • Progress Report – Child & Family Services Performance Panel 	<ul style="list-style-type: none"> • Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel's work and achievements

	<ul style="list-style-type: none"> Final Inquiry Reports: § School Governance 	<ul style="list-style-type: none"> To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Fiona Gordon, prior to submission to Cabinet for decision
11 Jan	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Cabinet Member for Services for Anti Poverty
	<ul style="list-style-type: none"> Progress Report – Schools Performance Panel 	<ul style="list-style-type: none"> Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel’s work and achievements
8 Feb	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Cabinet Member for Services for Adults & Vulnerable People
	<ul style="list-style-type: none"> Progress Report – Service Improvement & Finance Performance Panel 	<ul style="list-style-type: none"> Councillor Chris Holley, Convener, attending to update on headlines from the Panel’s work and achievements
	<ul style="list-style-type: none"> Final Inquiry Reports: § CAMHS 	<ul style="list-style-type: none"> To receive the final report (including conclusions and recommendations) of the Inquiry Panel from the convener, prior to submission to Cabinet for decision
14 Mar	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Cabinet Member for Wellbeing & Healthy City
	<ul style="list-style-type: none"> Crime & Disorder Scrutiny (TBC) 	<ul style="list-style-type: none"> Joint Chairs of Safer Swansea Partnership to attend to provide information and take questions on the performance of the Partnership to enable committee to explore plans / objectives, achievements, impact, challenges etc
	<ul style="list-style-type: none"> Progress Report – Child & Family Services Performance Panel 	<ul style="list-style-type: none"> Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel’s work and achievements
11 Apr	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Cabinet Member for Enterprise, Development & Regeneration
	<ul style="list-style-type: none"> Progress Report – Schools Performance Panel 	<ul style="list-style-type: none"> Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel’s work and achievements
9 May	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Cabinet Member for Housing & Communities
	<ul style="list-style-type: none"> Progress Report – Local Service Board Performance Panel 	<ul style="list-style-type: none"> Convener attending to update on headlines from the Panel’s work and achievements
	<ul style="list-style-type: none"> Annual Work Plan Review 	<ul style="list-style-type: none"> To reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny

Other:

- Further special meetings re. Gypsy & Traveller Site Provision – Review of Process
- Referrals from other council bodies, such as cabinet

To schedule:

<ul style="list-style-type: none">• Scrutiny / Audit Committee Coordination	<ul style="list-style-type: none">• Chair of Audit to attend to share work plan of Audit Committee. Discussion to ensure:<ul style="list-style-type: none">- mutual awareness and understanding of respective work plans and co-ordination- issues relating to work programmes can be discussed
<ul style="list-style-type: none">• Scrutiny / Democratic Services Committee Liaison	<ul style="list-style-type: none">• Six monthly presentation by the Chair & Vice-Chair of Democratic Services and Head of Democratic Services.• Cabinet Member for Transformation & Performance to be invited to attend to discuss scrutiny / cabinet liaison and relationship, and impact of scrutiny
<ul style="list-style-type: none">• Public Engagement	<ul style="list-style-type: none">• To consider revision of SPC agenda (and procedure rules) to increase public participation e.g. introducing a public question time

FORWARD PLAN - Internal Plan 2015 - 2016

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
City & County of Swansea Pupil Referral Unit (PRU) Management Committee Instrument of Government and Terms of Reference.	<p>The Welsh Government has introduced regulations and statutory guidance relating to pupil referral unit management committees. It is the local authority's responsibility to establish the committee. The management committee's instrument of government and terms of reference are therefore subject to local authority approval.</p>	Frazer Newbury	Cabinet Member - Education	Cabinet	20 Aug 2015
More Homes - Location for Pilot Scheme.	<p>To approve the location of the pilot scheme of new Council Housing and budget provision to take the scheme forward.</p>	David Evans	Cabinet Member - Communities and Housing	Cabinet	20 Aug 2015

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Western Bay Section 33 Agreement for Intermediate Care Services.	The purpose of the report is to seek approval of the Section 33 Agreement for Intermediate Care Services for the Swansea Locality, which is a project within the Community Services Programme within Western Bay.	David Howes	Cabinet Member - Services for Adults and Vulnerable People	Cabinet	20 Aug 2015
Page 104 21st Century Schools Programme - YGG Lonlas.	To approve the establishment of a temporary school on the site of the former Cwm Primary School and commit associated Capital expenditure ahead of Welsh Government formal approval of the Full Business Case.	Alayne Smith	Cabinet Member - Education	Cabinet	20 Aug 2015

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
Award of Framework Contract for Provision of Taxi Services.	To seek Cabinet approval to award a framework contract for the procurement of taxi services.	Cath Swain	Mark Child Cabinet Member - Education Cabinet Member - Transformation and Performance	Cabinet	20 Aug 2015

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<p>Progress Report on the Post-Inspection Action Plan following the 2013 Estyn Inspection of Local Authority Education Services for Children and Young People in Swansea.</p>	<p>As the external regulator for Education in Wales, Estyn inspected Local Authority Education Services for Children and Young People in Swansea in June 2013 and published their report published September 2013. The Post-Inspection Action Plan (in the form of the Education Business Plan 2014-15) addresses the 5 recommendations in the report. It was accepted by Estyn in July 2014.</p> <p>An academic year has elapsed since Estyn accepted the PIAP so progress needs to be formally monitored.</p>	Lindsay Harvey	Cabinet Member - Education	Cabinet	15 Oct 2015

Scrutiny Work Programme 2015-16

Appendix 3a

ACTIVITY	May	June	July	August	September	October
Scrutiny Programme Committee	19		9* 13	10	14	12
Inquiry Panels						
Current:						
Social Care at Home (started Jan 2014)						
Education Inclusion (started Feb 2014)	5 11 22	15 29	3 6 21			
Corporate Culture (started Dec 2014)	13					
School Governance (started May 2015)		26	9 15 30		8	
Follow Up:						
Economic Inactivity (Cabinet 3/6/14)			24			
Attainment & Wellbeing (Cabinet 1/7/14)		11				
Inward Investment (Cabinet 20/1/15)			14			
Public Engagement (Cabinet 17/2/15)						
Streetscene (Cabinet 14/4/15)						
	Key for Inquiries:					
	Scoping		Evidence Gathering		Final Report	Cabinet
	Follow Up					
Performance Panels						
Service Improvement & Finance	13	10	8	12	16	14
Schools	18	18	16	13	10	8
Child & Family Services	11	8	6	3	28	26
Local Service Board (multi-agency panel)						
Other Panels / Working Groups						
Transformation of Adult Social Services		1 29	27	24	21	19
Local Flood Risk Management						
Sustainability		9				
Child & Adolescent Mental Health Services (pre-in						

Future Working Group Topics Identified: Roads / Highway Maintenance; Young Carers; Target Areas; Civic Events; Welsh Housing Quality Standard

Progress Report – Current Scrutiny Panels and Working Groups

1. Inquiry Panels:

a) **Social Care at Home** (convenor: Cllr Uta Clay)

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

Progress Bar:

Planning	Evidence Gathering	Draft Final Report

The panel’s final report was presented to Cabinet on 20 January. A response to the recommendations by Cabinet is still awaited.

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

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

Progress Bar:

Planning	Evidence Gathering	Draft Final Report

The Panel has produced a final report and this is being presented to the Scrutiny Programme Committee on 13 July 2015 for agreement. It will then be submitted to Cabinet for decision.

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

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

Progress Bar:

Planning	Evidence Gathering	Draft Final Report

The Education Inclusion Inquiry Panel on 3 July will visit Clase Primary School who has been cited by Estyn as having good practice in the area of Education Inclusion. The Panel will also on the 6 July meet with the Youth Services Manager. The Panel then on the 21 July plan to start concluding the inquiry by looking at their findings.

Projected End Date: September 2015

d) **School Governance** (convener: Cllr Fiona Gordon)

Key Question: How can the Council ensure that school governors provide effective challenge for their schools?

Progress Bar:

Planning				Evidence Gathering			Draft Final Report			

The Panel has completed its planning (terms of reference attached) and begun collecting evidence. The first evidence gathering session will be taking place on 9 July when the Panel will be hearing from representatives of governors' organisations. Professor Catherine Farrell (University of South Wales), an academic specialist in school governance in Wales, has been co-opted onto the Panel.

Projected End Date: December 2015

2. Pre-Inquiry Working Groups:

a) **Child & Adolescent Mental Health Services** (convener: Hazel Morris)

The Working Group was scheduled for June but had to be postponed and will now be held July. Sian Harrop-Griffiths, Director of Strategy, ABMU, and Dr. Claire Ball, Clinical Director, CAMHS, Cwm Taff Health Board will present a report on the current arrangements for the planning and provision of services for children and young people with emotional and mental health needs in the ABMU area.

3. Follow Up on Completed Inquiries:

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

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

Tourism	14 Jan 2014	14	0	0	17 Nov 2014 (Follow up complete)
Economic Inactivity	3 Jun 2014	7	0	0	24 Jun 2015 (Follow up complete)
Attainment & Wellbeing	1 Jul 2014	11	0	0	11 Jun 2015 (Follow up complete)
Inward investment	20 Jan 2015	10	0	2	14 Jul 2015
Public Engagement	17 Feb 2015	15	1	0	Sept 2015
Streetscene	14 April 2015	14	4	3	Nov 2015

4. Performance Panels:

a) Service Improvement & Finance (convener: Cllr Chris Holley)

See separate report in item 6 of the agenda

b) Schools Performance (convener: Cllr Fiona Gordon)

The Schools Performance Panel will next meet on the 16 July 2015 when they will look at the educational performance and support for children that are looked after and also children from traveller communities.

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

Due to scheduling difficulties, the Panel is due to meet later this month and Chris Sivers will attend the meeting to give an overview of the Older People's Independence priority. The work plan for 2015/16 and terms of reference will be drafted following the overview.

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

The panel met on 11th May to examine the March 2015 Child & Family Services performance report.

Overall the panel was pleased with the sustained and well balanced performance in the department. In particular: the number of children in need cases allocated to a qualified social worker, all cases of looked after children and children on the child protection register were allocated to a qualified social worker and the recent positive inspection of Foster Swansea.

The panel had a number of concerns which are detailed below but the panel concluded that performance in these areas could be affected by the piloting of a new way of working in the CARRA team which sees locality teams undertaking initial assessments. We agreed that we

would pay particular attention to the areas highlighted as concerns when we review performance again in August.

The panel also met on 8th June and agreed its final work plan for the year. As part of the consultation to draft the work plan, the convener met with the Head of Service and the Cabinet Member. The work plan for 2015/16 has been circulated to officers and the Cabinet Member.

5. Other Panels / Working Groups:

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

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

The panel met on 1st June and 29th June.

1st June

The panel agreed: the purpose of its engagement with carers was to capture carers' perceptions of their current circumstances and their hopes; evidence gathering would be achieved through a number of methods including writing to organisations, consultation sessions and panel meetings; questions would be broad and along the lines of identifying barriers to improving their lives, what would improve your life as a carer and what sorts of things provide help and support to your current caring role.

The panel's final report would be used to inform the panel's scrutiny of future cabinet proposals on support for carers.

There were a number of outstanding cabinet member responses to several convener's letters. The panel agreed to include any outstanding issues in the current letter.

The panel had a number of concerns which it wished to bring to the attention of the Cabinet Member:

- The lack of availability of information to the panel on the domiciliary care commissioning review
- The importance of scrutiny councillor involvement in commissioning reviews
- Duplication between the work of scrutiny and the CACs
- Difficulties regarding responses to the panel's requests for information
- Service provision provided by Alpha Care in Neath Port Talbot

29th June

The panel discussed in detail the current commissioning review of domiciliary care services. It agreed that it would include in its letter to the cabinet member suggestions for how the TASS panel could be involved in the commissioning review.

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

The Working Group held a concluding meeting on 19 March 2015 and the letter to / from the Cabinet Member for Enterprise, Development and Regeneration, including a number of conclusion and proposals, are attached in the agenda papers.

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

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

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

A further meeting of the working group took place on the 9 June to look at more detailed example of sustainability around food security. Although the report the panel received covered wider issues in relation to future trends the panel mainly focused on food security. The working group found the information provided very informative but after a discussion found they still had many questions that will require a bigger piece of work, possibly even an in-depth inquiry in order to answer those questions. They therefore have referred the topic to the Scrutiny Programme Committee to consider this further work. The convener's letter from this meeting is included in the agenda for the committee's consideration.

e) the following Working Groups were identified during 2014/15 and will be convened in the future as time and resources allow, in the following order of priority agreed by the committee:

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

- **Target Areas** (convener / membership tbc) – the relevant cabinet member / officer will be requested to provide an assessment on progress with target areas work. This will enable questions about achievements and the impact of the new approach.
- **Civic Events** (convener / membership tbc) – this was identified at the committee meeting in December. The Working Group will consider the organisation, support for and management of civic events.
- **Welsh Housing Quality Standard** (convener / membership tbc) – this was identified at the committee meeting in December following a request from the Affordable Housing Scrutiny Inquiry Panel. The Working Group will consider the Council's progress towards achieving the Welsh Housing Quality Standard within its social housing stock

School Governance Scrutiny Inquiry Panel

Terms of Reference

Key Question

The panel has agreed that the primary focus for the inquiry should be on the role that governors play in ensuring that schools are effective and improving. The key question, therefore, is:

How can the Council ensure that school governors provide effective challenge for their schools?

Lines of Inquiry

- a) **Role:** There seems to be a lack of clarity about the role of school governors. How can this be addressed?
- b) **Skills:** If governors are to challenge effectively they need confidence and the right skills. Do they have these skills? How can training and development be improved?
- c) **School culture:** If governors are to be effective then schools must have a culture that supports challenge. The relationship between governors and head teachers is particularly important in this respect. How can we make sure that this culture is right?
- d) **Challenge advisors:** The relationship between school governors and challenge advisors is important. Can this be improved?
- e) **Information:** To be effective governors need the right information provided in the right way. Is this being provided? How could it be improved?
- f) **Recruitment:** A shortage of governors has been identified as a problem. How can the numbers of school governors be increased?

Intended Impact and Contribution

School governors play a vital role in ensuring that schools perform well. This inquiry intends to support the work of school governors by providing:

- Evidenced proposals that will lead to school governors being more effective and school performance being improved
- The views of key stakeholders including governors, head teachers, clerks to governing bodies, Estyn and ERW
- Consideration of the conclusions and recommendations from regional and national reports and an assessment of the implications for Swansea
- Increased councillor understanding about the school governor role and how it contributes to school performance

- Greater public awareness of the work of school governors

Appendix 4

Lead Scrutiny Councillor / Officer Contacts:

Activity	Lead Councillor	Lead Scrutiny Officer
Scrutiny Programme Committee	Mary Jones cllr.mary.jones@swansea.gov.uk	Brij Madahar (01792 637257) brij.madahar@swansea.gov.uk
<u>Inquiry Panels:</u>		
Social Care at Home How can Swansea Council and its partners support people to enable them to remain in their own homes?	Uta Clay cllr.uta.clay@swansea.gov.uk	Dave Mckenna (01792 636090) dave.mckenna@swansea.gov.uk
Corporate Culture How can the City & County of Swansea ensure that service delivery is always supported by a can do culture?	Andrew Jones cllr.andrew.jones@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk
Education Inclusion How can the Council improve education for those children who are other than at school?	Cheryl Philpott cllr.cheryl.philpott@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk
School Governance How can the Council ensure that school governors provide effective challenge for their schools?	Fiona Gordon cllr.fiona.gordon@swansea.gov.uk	Dave Mckenna (01792 636090) dave.mckenna@swansea.gov.uk
<u>Inquiry Panels (follow up)</u>		
Inward Investment	Jeff Jones cllr.jeff.w.jones@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk

Public Engagement	Joe Hale cllr.joe.hale@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Streetscene	John Bayliss cllr.john.bayliss@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Performance Panels:		
Child & Family Services	Paxton Hood-Williams cllr.paxton.hood-williams@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Service Improvement & Finance	Chris Holley cllr.chris.holley@swansea.gov.uk	Karen Bewen-Chappell (01792 636292) karen.bewen-chappell@swansea.gov.uk
Schools	Fiona Gordon cllr.fiona.gordon@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk
Local Service Board (multi-agency)	Mary Jones cllr.mary.jones@swansea.gov.uk	Karen Bewen-Chappell (01792 636292) karen.bewen-chappell@swansea.gov.uk
Other Panels / Working Groups:		
Child & Adolescent Mental Health Services (pre-inquiry)	Hazel Morris cllr.hazel.morris@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk

Transformation of Adult Social Services	Bob Clay cllr.bob.clay@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Planning Services	David Cole cllr.david.cole@swansea.gov.uk	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk
Local Flood Risk Management	Susan Jones cllr.susan.m.jones@swansea.gov.uk	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk
Sustainability	Mary Jones cllr.mary.jones@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk

Scrutiny Work Planning Conference

8th June 2015

Committee Room 1, Civic Centre

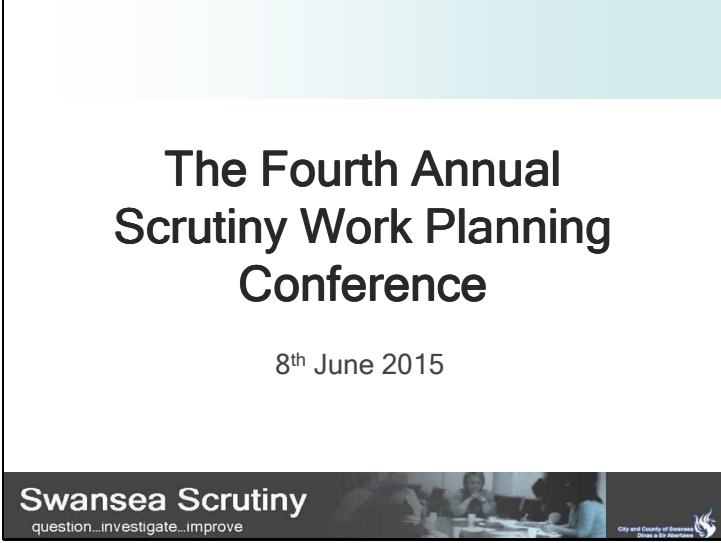
Agenda

4.00	Welcome	Councillor Mary Jones
4.05	Introduction <ul style="list-style-type: none"> • Aims for the conference • Overview of the work planning process • What Makes a Good Topic? 	Dave Mckenna
4.10	Current Work Plan <ul style="list-style-type: none"> • Update on last year's priorities • Business as Usual Items • Collaborative Scrutiny (Western bay, ERW) 	Dave Mckenna
4.20	Corporate Priorities – Directors' Overview <ul style="list-style-type: none"> • Outline of the Council's Priorities and the main strategic challenges facing the Council. 	Dean Taylor, Director of Corporate Services
4.40	Suggestions for the Work Programme <p>From:</p> <ul style="list-style-type: none"> • Councillors (survey) • Cabinet (survey / email) • Staff (from survey) • Public (survey / relevant consultations) 	Dave Mckenna
4.50	Small Group Discussions <ul style="list-style-type: none"> • What should be the work plan priorities for 2015/16? • Is anything important missing? • Is the balance right across Cabinet portfolios? 	All
5.30	Feedback and Conclusions	Dave Mckenna
6.00	Close	Councillor Mary Jones

Attachments:

- | | |
|-------------------------------------|---|
| 1. Presentation Slides | 4. Council Priorities – Director's Overview |
| 2. Work Programme Headlines 2014-15 | 5. Work Programme Topic Suggestions |
| 3. 2015-16 Current Work Programme | 6. Cabinet Portfolios |


Slide 1



The Fourth Annual
Scrutiny Work Planning
Conference

8th June 2015

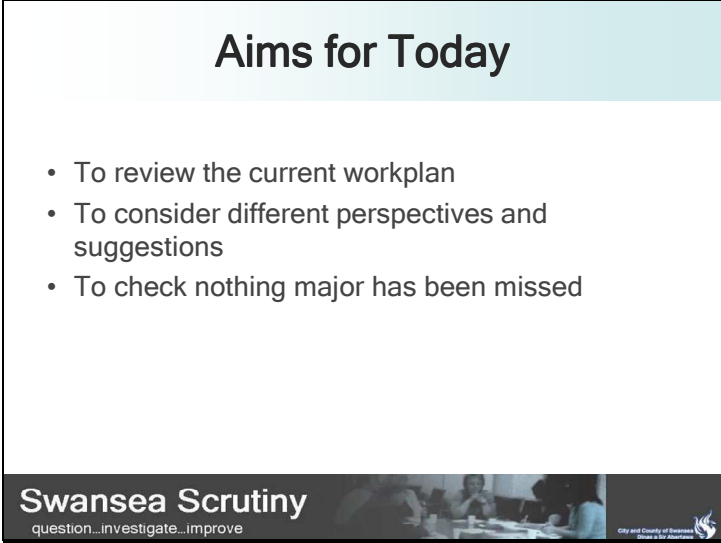
Swansea Scrutiny
question...investigate...improve



City and County of Swansea
Dedicated to the People

The slide features a light blue header bar at the top. The main content is centered in a white box with a black border. The title is in a large, bold, black font. Below the title is the date. At the bottom, there is a dark grey footer bar containing the Swansea Scrutiny logo and tagline on the left, and the City and County of Swansea logo and name on the right. A small image of people in a meeting is visible in the background of the footer.


Slide 2



Aims for Today

- To review the current workplan
- To consider different perspectives and suggestions
- To check nothing major has been missed

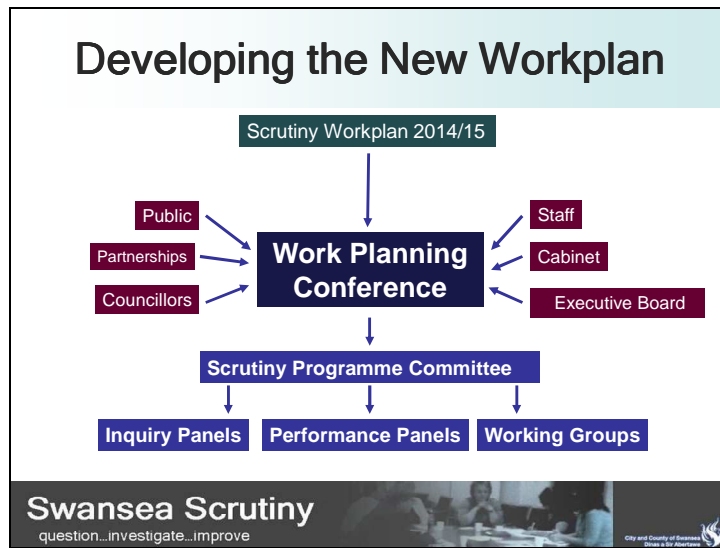
Swansea Scrutiny
question...investigate...improve



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Slide 3



Slide 4

What Makes a Good Workplan?

Overview and scrutiny is councillor-led, takes into account the views of the public, partners and regulators, and balances the prioritisation of community concerns against issues of strategic risk and importance.

Characteristics of Effective Scrutiny
(Wales Audit Office / Centre for Public Scrutiny in Wales)

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Slide 5

What Makes A Good Topic?

- Strategic and significant
- An issue of concern
- A good use of scrutiny time and resources

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Slide 6

Current Workplan

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Slide 7

Last Year's Priorities

- **School Governance (became an in-depth inquiry)**
- **Corporate Culture (became an in-depth inquiry)**
- **Mental Health Services (became CAMHS in-depth inquiry)**
- **Sustainability (became a working group)**
- **Corporate Building & Property Services (became a working group)**

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Slide 8

Business As Usual Items

- Performance Panels
 - Schools
 - Service Improvement and Finance
 - Child and Family Services
 - LSB
- TASS Panel
- Cabinet Member Q&As
- Crime and Disorder (Statutory Item)
- Pre-decision
- Unforeseen Items

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Slide 9

Collaborative Scrutiny

- Western Bay scrutiny under development
- ERW scrutiny under development

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Slide 10

Council Priorities and Strategic Priorities

Dean Taylor, Director of Corporate
Services

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Slide 11

Suggestions for the Workplan

- Councillors (survey)
- Cabinet (survey / email)
- Staff (from survey)
- Public (survey / relevant consultations)

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Slide 12

Group Discussion

- What should be the priorities for the next year?
- Is anything important missing?
- Are all cabinet portfolios covered?

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Summary and Close

Work Programme Headlines 2014-15

- 4 Inquiry Reports published (in-depth scrutiny):
 - Inward Investment
 - Public Engagement
 - Streetscene
 - Social Care at Home

(of the 3 reports considered by Cabinet so far – 93% of recommendations accepted in full or part)
- Inquiry into Corporate Culture recently completed; Inquiry into Education Inclusion in the middle of evidence gathering; Inquiries into School Governance, and Child & Adolescent Mental Health Services established.
- Impacts made by previous scrutiny inquiry recommendations:
 - Tourism
 - Affordable Housing
 - Public Transport
- Committee Cabinet Member Q & As – all Cabinet Members involved
- Crime & Disorder Scrutiny – Safer Swansea Partnership
- Pre-decision Scrutiny:
 - Proposed Lease of Underhill Park to Mumbles Community Association
 - Everyone's IT - The Move to an In-house Managed ICT Service
- Performance Panels (ongoing monitoring):
 - Service Improvement & Finance
 - Schools
 - Child & Family Services
 - Local Service Board (*multi-agency Panel*)
- Other Panels / Working Groups:
 - Transformation of Adult Social Services
 - Planning Services
 - Car Parking
 - Corporate Building & Property Services
 - Local Flood Risk Management
 - Sustainability

(98 Panel / Working Group meetings held)
- 76 Letters to Cabinet Members – effectively mini-reports with conclusions and proposals from scrutiny – and responses.
- Increase interest from public – suggestions for questions / requests for scrutiny
- Increased councillor attendance at scrutiny meetings (72%)
- Action Plans agreed to improve the impact of scrutiny, and communication and public engagement
- Committee developed protocol for co-option
- Positive comments – WLGA Peer Review / WAO Corporate Assessment / CSSIW
- Scrutiny Development Session held: Making Scrutiny More Effective, facilitated by Ian Bottrill from the Centre for Public Scrutiny in Wales / Self-Evaluation Workshop held

2015/2016 Current Work Programme

Inquiry Panels (in progress):

- Corporate Culture (final report stage)
- Education Inclusion (evidence gathering)
- School Governance (evidence gathering)
- Child & Adolescent Mental Health Services (pre-inquiry stage)

Inquiry Panels (completed) – follow ups:

- Services for Looked After Children
- Support to Care Leavers
- Attainment & Wellbeing
- Economic Inactivity
- Inward Investment
- Public Engagement
- Streetscene
- Social Care at Home

Performance Panels:

- Service Improvement & Finance Performance Panel:
 - Quarterly Corporate Performance Monitoring
 - Corporate Improvement Plan
 - Budget Monitoring (incl. Cabinet Member Q & As re. implementation of budget decisions / progress against savings targets)
 - Budget Scrutiny
 - Recycling and Landfill – Annual Performance Monitoring
 - Welsh Public Library Standards – Annual Performance Report
 - ICT Service
 - Grand Theatre
 - City Centre Regeneration
 - Parks & Gardens
- Local Service Board Performance Panel:
 - Examining what difference the Swansea Local Service Board (LSB) is making for citizens?
 - Focus on Older People's Independence LSB priority
- Schools Performance Panel:
 - Challenge Session with 3 Schools Identified as Causing Concern
 - Education Through Regional Working (ERW) Business Plan
 - The Education Improvement Grant
 - Changes to Home to School Transport Policy
 - Elective Home Education
 - Looked After Children Educational Performance and Support
 - Gypsy Traveller Children Educational Performance and Support

- Special Education Needs Education Reform Agenda
 - Curriculum Changes and Implications for Schools
 - Reviewing the Work of the School Improvement Service
 - Overview of the Effect of Budget Cuts on Education and Schools Including Closure of Breakfast Clubs
 - Annual Education Performance (Verified Data)
 - School Categorisation
 - Sharing Good Practice Across Schools
- Child & Family Services Performance Panel:
 - Quarterly Performance Monitoring of Child & Family Services
 - Progress and Performance of the Signs of Safety Practice Model
 - Effectiveness of Prevention Services
 - Western Bay Children's Safeguarding Board – Governance
 - Development & Implementation of The Post-16 Service
 - Progress and Performance of the Intensive Family Support Service
 - Performance of Regionally Provided Services: Adoption Service, Youth Offending Service
 - Performance of Services for Disabled Children
 - Domestic Abuse and the Impact on Looked After Children Numbers

Other Panel:

- Transformation of Adult Social Services Panel:
 - Domiciliary Care Commissioning Review
 - Network Hubs
 - Support for Carers
 - Local Area Coordination
 - Volunteering & Befriending
 - Procurement
 - Care Costs for Domiciliary, Residential Care & Day Services

Working Groups:

- Roads / Highway Maintenance Working Group
- Young Carers Working Group
- Local Flood Risk Management Working Group
- Sustainability Working Group
- Civic Events Working Group
- Target Areas Working Group
- Welsh Housing Quality Standard Working Group

Committee Review:

- Review of Gypsy & Traveller Site Search Process

SCRUTINY WORK PLANNING CONFERENCE
8 JUNE 2015
COUNCIL PRIORITIES – DIRECTORS’ OVERVIEW

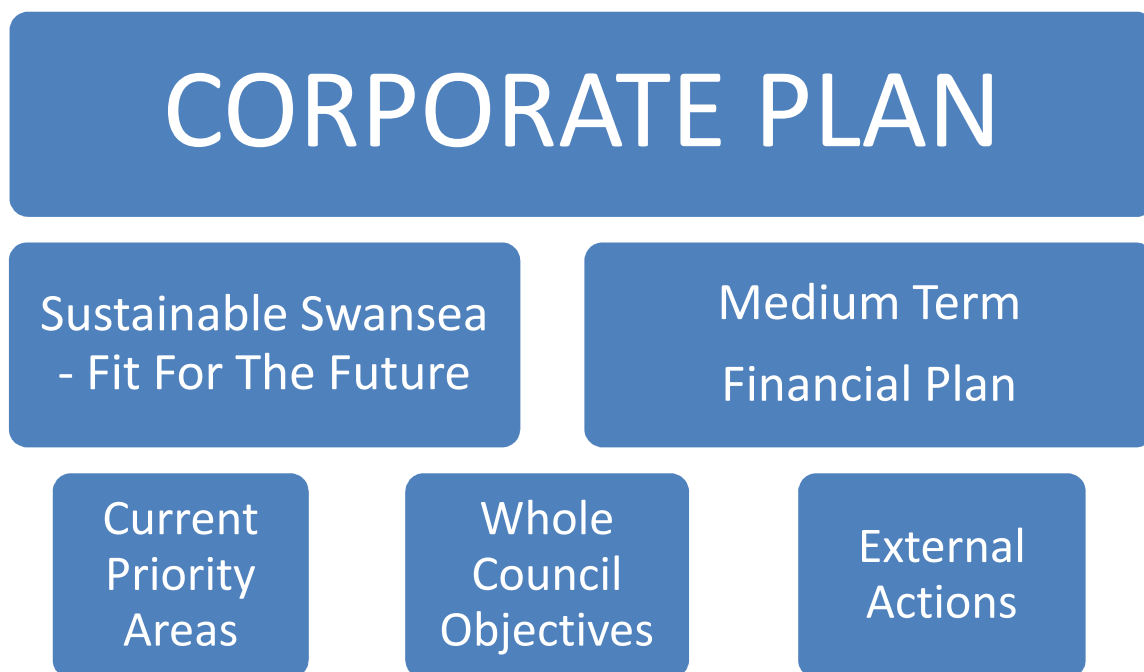
A PURPOSE

This brief paper outlines the Council’s Priorities and the views of the Chief Executive and Directors on the main strategic challenges facing the Council. The paper is intended to support Scrutiny Members in setting a work programme for the municipal year.

B BACKGROUND

Scrutiny wishes to focus its time on the major challenges facing the Council and the key decisions that Cabinet will need to take during the course of the year.

This paper provides the context for this from the following areas:



C CORPORATE PLAN

The Corporate Plan 2015/17, *Delivering for Swansea* was approved by Council in February 2015. It sets out our top 5 Priorities for the medium term as follows:

City and County of Swansea Corporate Plan Priorities
Safeguarding Vulnerable People
Improving Pupil attainment
Creating a Vibrant and Viable City Centre Economy
Tackling Poverty
Building Sustainable Communities

The Priorities are underpinned by 3 key principles:

1. *Sustainability*
2. *Prevention*
3. *Partnerships*

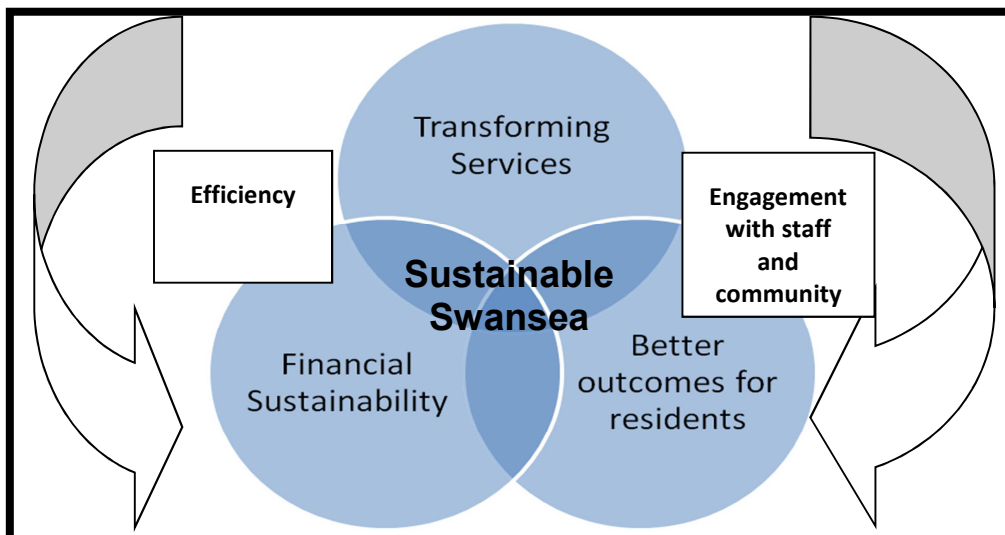
By definition, an increasing amount of our effort and resources will be directed to achieving these priorities. Work is taking place to consolidate the policy commitments within the 5 Priorities.

Consequently, Scrutiny will no doubt wish to ensure that these priorities are sufficiently reflected in the work programme.

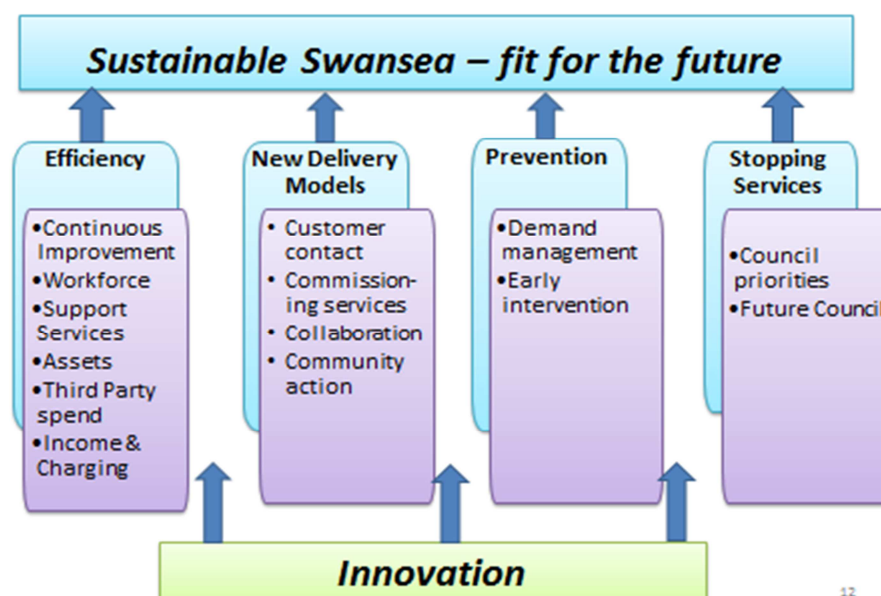
D SUSTAINABLE SWANSEA – FIT FOR THE FUTURE

Sustainable Swansea sets out our strategic and long term framework for whole Council change and service transformation to meet the financial and other challenges that we face.

Sustainable Swansea has 3 key objectives:



Sustainable Swansea currently (this is under review) has 4 workstreams and 14 Delivery Strands, underpinned by our Innovation Programme:



The Delivery Programme for *Sustainable Swansea* is being developed to ensure that we build in and align all other major service change and so that the contribution of all services to achieving the overall change is clearly identified and monitored.

Delivery of *Sustainable Swansea* is clearly central to the work of both Cabinet and the Leadership Team and Scrutiny engagement in this would be welcomed.

E MEDIUM TERM FINANCIAL PLAN (MTFP)

The MTFP sets out the Council's 3 year spending plans, how we propose to manage financial pressures and how we will fund our priorities. As well as the annual (February) MTFP, we have also introduced a Mid-Year Budget Statement (October).

The current estimate of savings for the next 3 years, 2015/16 to 2017/18, is £80m. The MTFP sets out the following strategic savings targets for major service blocks:

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

The review of the *Sustainable Swansea* Delivery Programme will propose how these savings will be delivered through the 4 Workstreams and 14 Delivery Strands and Projects.

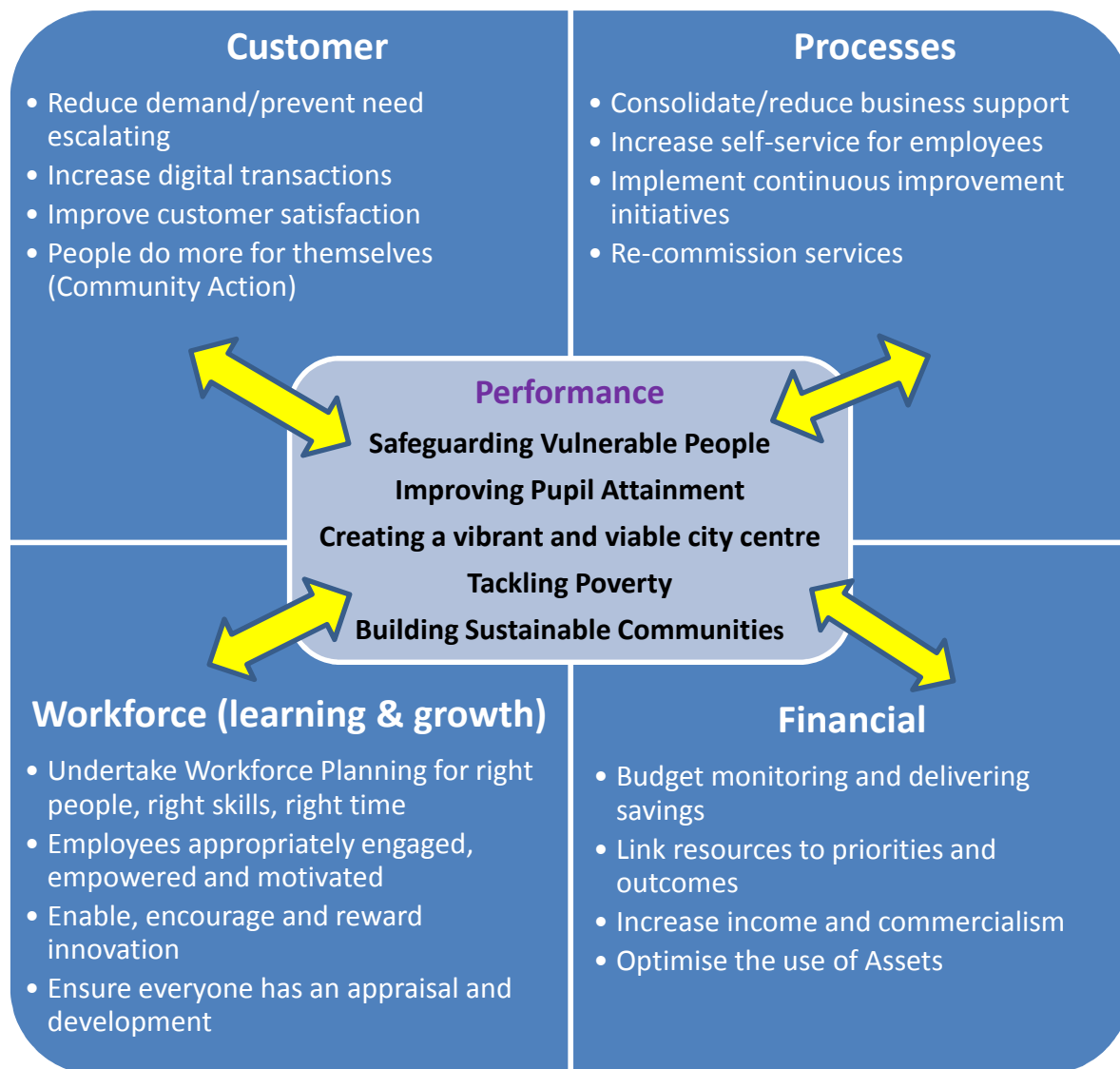
A key objective for the MTFP is to ensure a clearer link between funding and outcomes, linked to our priorities.

Scrutiny is already engaged in work around the MTFP and budget choices and the new work programme will inevitably include the key decisions during the Autumn and Winter cycles.

F WHOLE COUNCIL OBJECTIVES

The Corporate Plan and Sustainable Swansea contain our priorities for the medium term, within the financial framework of the MTFP.

To ensure that we are on track with delivery, the Executive Board has identified a number of whole Council objectives that sit within the “balanced scorecard” quadrants, as illustrated below:



These will be monitored by the Executive Board during the course of the year.

G EXTERNAL ACTIONS

The Council is also required to respond to a range of external inspections, reports and recommendations. These are linked to the relevant priorities and other work above. But for completeness, the major (not exhaustive) current external actions are as follows:

EXTERNAL AGENCY	COMMENT
Estyn	<ul style="list-style-type: none"> • Improvement Plan following the inspection in 2013 • Action plan is in place and monitored by the Chief Executive's Improvement Board
Welsh Audit Office	<ul style="list-style-type: none"> • Corporate Assessment undertaken in November 2014 • Report to be considered by Council on June 2015
WLGA Peer Review	<ul style="list-style-type: none"> • Peer Review undertaken in September 2014 • Action Plan has been reported to Council and will be monitored by the Executive Board
CSSIW	<ul style="list-style-type: none"> • Report on social care in the Council, reported to Council in Autumn 2014 • Action Plan being implemented

H CURRENT PRIORITY AREAS

Flowing from the Corporate Plan and the work on *Sustainable Swansea*, the following is a summary of the key priority areas over the next year or so:

STRATEGIC CHALLENGES
<ul style="list-style-type: none"> • Meeting the Welsh Housing Quality Standard • Building More Homes • HMOs and Saturation • City Centre and district centres licensing policy • City Centre Regeneration • Planning Committee changes and the Planning Bill • European Funding • Waste – Recycling strategy • Highways – City Centre infrastructure, highways condition • Cultural strategy • Library Review • Asset management and disposal strategy

<ul style="list-style-type: none"> • Sustainable Swansea Delivery eg: <ul style="list-style-type: none"> ○ Commercialism ○ Customer Contact Transformation ○ Commissioning Reviews ○ Prevention Strategy • Medium Term Financial Plan and Budget Savings • Performance Management and Improvement (including Action Plans from the Peer Review and WAO Corporate Assessment) • Information Management and Technology improvements (including the new in housed managed ICT service) • Council wide Cultural change
<ul style="list-style-type: none"> • Remodelling Adult Services and changing the balance of care • Integrating care services with community health services • Safeguarding children and vulnerable people • Implementing new provider models in care services • Safely reducing the numbers of Looked After Children • Improving educational attainment at all levels • Improving education attendance • Implementing the Estyn local authority Post-Inspection Action Plan • Remodelling education provision in the light of the behaviour review • implementing the Social Services and Wellbeing Act • Review of the corporate Tackling Poverty Strategy • Providing effective support to reduce the numbers Not in Education, Employment or Training • Develop partnerships to manage the introduction of Universal Credit • Embed the UNCRC in Council services and systems • Through the LSB – take action to promote independence of older people, and to reduce incidents of domestic abuse
<p>KEY CABINET DECISIONS <i>(dates are approximate)</i></p>
<ul style="list-style-type: none"> • More Homes Project (Sept) • City Centre framework (Sept), Appointment of developer (Dec) • Commissioning Reviews: <ul style="list-style-type: none"> • Waste • Culture & Leisure • Libraries • Catering and Cleaning • Business Support • Domiciliary Care • Highways - Members Environmental Improvements (October) • Cultural Strategy (November) • Asset Disposal Strategy (September)
<ul style="list-style-type: none"> • Mid Term Financial Statement (Oct/Nov) • Budget Strategy (Dec) • MTFP & Budget 2016/17 (Jan/Feb 2016) • ICT Strategy (Sept/Oct)

- Adopt remodelled Adult Services transformation programme (Sept?)
- Adopt a Children and Young People Plan, with embedded UNCRC actions (Sept?)
- Review and adopt new policy on Home to School Transport (Nov?)
- Adopt Best Start in Life (Readiness for School) Strategy (Sept)
- Adopt Safer Swansea Plan (Sept)

These issues reflect the priorities for the relevant Cabinet Members.

Scrutiny Work Planning Conference 2015

Current Work Programme / Topic Suggestions Received

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
FINANCE & STRATEGY (LEADER)					
Service Improvement & Finance Performance Panel	✓				
Local Service Board Performance Panel	✓				
Budget scrutiny (Service Improvement & Finance Performance Panel)	✓				
Budget monitoring (Service Improvement & Finance Performance Panel) <i>(overspends; large spends in February/March - was the budget needed?)</i>	✓			✓	
Relationship between national and local government – impacts of national policy on local decision-making				✓ (3)	
Efficiency - reducing wage bill <i>(focus on reducing layers of managers and high salaries)</i>					✓
Income - sell Council owned buildings <i>(e.g. Civic Centre, Mansion House)</i>					✓
Learning from businesses and other councils who have experience in dealing with tough economic climate					✓
SERVICES FOR CHILDREN & YOUNG PEOPLE (DEPUTY LEADER)					
Child & Adolescent Mental Health Services Inquiry	✓				
Child & Family Services Performance Panel	✓				
Young Carers Working Group	✓				
Service for Looked After Children – Inquiry Follow Up	✓				
Support to Care Leavers – Inquiry Follow Up	✓				
Attainment & Wellbeing - Inquiry Follow Up	✓				
Keeping children safe (Child & Family Services Performance Panel)	✓				✓ (3)
Children's Services proposals (Child & Family Services Perf. Panel)	✓				✓ (3)
Foster Swansea (Child & Family Services Performance Panel)	✓				✓ (3)

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
ANTI-POVERTY					
Target Areas Policy <i>(progress on this core policy approach)</i> (Working Group)	✓	✓			
EDUCATION					
Education Inclusion Inquiry	✓				
School Governance Inquiry	✓				
Schools Performance Panel	✓				
Schools budget <i>(funding formula for schools delegated budgets / impact of cuts on standards and pupil wellbeing)</i> (Schools Performance Panel)	✓	✓ (2)		✓	
Home to school transport (Schools Performance Panel)	✓	✓			✓
Behaviour Support <i>(how behaviour is managed across schools / good practice)</i> (Schools Performance Panel)	✓	✓			
Children educated at home (Schools Performance Panel)	✓	✓ (2)			
Impact of ERW - attainment, funding and scrutiny (Schools Performance Panel)	✓		✓		
Breakfast Clubs <i>(review of delivery of free breakfast clubs)</i> (Schools Performance Panel)	✓				✓
Monitoring of School Performance (Schools Performance Panel)	✓	✓			
Schools and Learning (Schools Performance Panel)	✓	✓			✓ (2)
School buildings programme / modernisation <i>(incl. funding issues - present phase A and how we would respond to WG phase B)</i>		✓	✓		
School building use		✓			
School support services		✓			
School Meals <i>(increase in price of school meals)</i>					✓

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
ENTERPRISE, DEVELOPMENT & REGENERATION					
Economic Inactivity – Inquiry Follow Up	✓				
Inward Investment – Inquiry Follow Up	✓				
Library Service Performance (e.g. rationale for closures) (Service Improvement & Finance Performance Panel)	✓	✓			
Planning S.106 agreements		✓			
Tidal Lagoon Project <i>pre-decision</i>)		✓			
Urban Planning (how the LDP and planning in general was set up for the major developments in the city centre and around the north of Swansea)			✓		
Potential for charging at cultural facilities (e.g. Museums)					✓
Volunteering Schemes – Libraries / Parks					✓
ENVIRONMENT & TRANSPORT					
Streetscene – Inquiry Follow Up	✓				
Local Flood Risk Management Working Group	✓				
Roads / Highway Maintenance Working Group	✓				
Monitoring of Rubbish and Recycling Collection Service (incl. provision of central recycling points within communities) (Service Improvement & Finance Performance Panel)	✓		✓		✓
Monitoring of Transport Service		✓			✓
Traffic Management (Working Group)		✓			✓
Procurement of vehicles		✓			
Street lighting (appropriate amounts on streets and car parks)					✓
Car parks					✓
Park & Ride and other bus service reductions and efficiencies					✓
Fly tipping					✓
Dog fouling					✓

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
HOUSING & COMMUNITIES					
Review of Gypsy & Traveller Site Search Process (Scrutiny Programme Committee)	✓				
Welsh Housing Quality Standards (Working Group)	✓	✓			
Monitoring of Corporate Building Services <i>(issues re. procurement / costing / joining up of information / competitiveness with external contractors in relation to cost / time)</i>		✓ (5)		✓	
Asset Management / Community Asset Transfer <i>(process for supporting the transfer of services and facilities to community/3rd sector/other providers. Is there a clear and consistent procedure, guidance or strategy?)</i>		✓			✓
Housing Prospects		✓			
Managing Empty Homes <i>(Working Group)</i>		✓			
Monitoring of buildings maintenance <i>(e.g. schools / community centres)</i>		✓			
SERVICES FOR ADULTS & VULNERABLE PEOPLE					
Social Care at Home – Inquiry Follow Up	✓				
Transformation of Adult Social Services <i>(incl. independent living / social services proposals for the re-ablement of older people and care for disabled adults)</i> (TASS Panel)	✓	✓ (3)	✓		✓ (3)
Western Bay Health & Social Care Programme <i>(role of councillors?, need to move quicker on establishing scrutiny arrangements; services incl. Old People's homes fit for the future?)</i>		✓	✓		

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
TRANSFORMATION & PERFORMANCE					
Corporate Culture Inquiry	✓				
Public Engagement – Inquiry Follow Up	✓				
Service Improvement & Finance Performance Panel	✓				
Sustainability Working Group	✓				
Civic Events Working Group	✓				
Corporate Improvement Plan (Service Improvement & Finance Performance Panel)	✓	✓			
Monitoring of Corporate Culture (Inquiry)	✓	✓			
Procurement process <i>(how efficient? does it take too long? – incl. contracts for works – control of costs)</i>		✓ (3)	✓	✓	
Renewable energy <i>(Working Group)</i>		✓ (2)			
Corporate Complaints Process		✓			
Adopting a commercial approach <i>(how do we encourage a more commercial approach within the council, exploring potential for earnings)</i>			✓		
Sustainable Swansea - Fit for the Future programme				✓	
Single Status / Job Evaluation <i>(progress incl. appeals – why it's taken long / evaluation of whole process)</i>				✓	
Digital Service <i>(reduce the amount of leaflets and brochures produced e.g. Swansea Leader - do more things online)</i>					✓
Income - charging for residents' parking					✓

Topic (by Cabinet Portfolio):	Current Work Programme	Suggested by:			
		Councillor	Cabinet	Staff	Public
WELLBEING & HEALTHY CITY					
Crime & Disorder Scrutiny (Scrutiny Programme Committee)	✓				
Transformation of Adult Social Services Panel	✓				
Human Trafficking		✓			
Self-Harming		✓			
Engaging hard to reach groups <i>(how are we actually communicating with ethnic minorities)</i>		✓			
Parks Service <i>(impact of budget cuts / community involvement)</i>		✓			
Stop Smoking Initiatives <i>(anti-smoking policies)</i>			✓		
Alcohol <i>(are the various partners doing enough in a co-ordinated manner, to prevent the various harmful effects it can cause?)</i>			✓		
The use of legal highs				✓	
Children's play/youth services					✓
Reconfiguration of Youth Services					✓
Remodelling of residential and outdoor centre provision <i>(including an increase in charging and income generation options)</i>					✓
Anti-social behaviour					✓
Tethered horses <i>(need for coherent policy relating to horse tethering & horse management / welfare to address issues to the benefit of horses, local communities, and council resources; learning from examples / actions elsewhere)</i>					✓

Finance & Strategy (Leader) (Cllr Rob Stewart)	Services for Children & Young People (Deputy Leader) (Cllr Christine Richards)	Anti-Poverty (Cllr Will Evans)	Education (Cllr Jennifer Raynor)	Enterprise, Development & Regeneration (Cllr Robert Francis-Davies)
<ul style="list-style-type: none"> • Finance – Budget Cycle • Delivery and Performance • Information & Business Change (inc ICT) • Strategic Estates & Property • Poverty • Local Service Board / Community Leadership • Regional Working / Collaboration 	<ul style="list-style-type: none"> • Child and Family Services • Play • Youth Services & Promoting Youth Inclusion • Early Intervention / Prevention • Youth Offending Service • Youth Citizenship • Opportunities for Young People • UNCRC champion • NEETS (Link with education) • Regional Adoption Service • CYP Board • Continuum of Care • Safe LAC Reduction Strategy • Flying Start 	<ul style="list-style-type: none"> • Poverty Strategy • Communities First • Welfare Rights • 3rd Sector • Social Inclusion • Localised Services • Welfare Reform • Financial Inclusion • Digital Inclusion • Food Access / Growing 	<ul style="list-style-type: none"> • Inclusion & Learner Support • School Improvement • Planning & Resources • Schools • City of Learning • NEETS • Education through Regional Working (ERW) • Schools' Organisation and Performance • Quality in Education (QEd) • Education Charter 	<ul style="list-style-type: none"> • City Region • Economic Development and Investment • Tourism and Destination Marketing • Planning Policy / Local Development Plan • Adult Learning / Workways • City Centre • City of Culture • Heritage • Science City • Universities • Creative City • Suburban Centres
Environment & Transport (Cllr Mark Thomas)	Housing & Communities (Cllr David Hopkins)	Services for Adults & Vulnerable People (Cllr Jane Harris)	Transformation & Performance (Cllr Clive Lloyd)	Wellbeing & Healthy City (Cllr Mark Child)
<ul style="list-style-type: none"> • Transport Policy • Highways & Engineering • Waste Management • Marina • Streetscene • Repairs and Capital • Sustainable Transport 	<ul style="list-style-type: none"> • Community Cohesion • Council House Management • Council House Repairs • Homelessness • Housing Policy and Affordable Housing • Neighbourhood Working • Community Development • Welsh Housing Quality Standard (WHQS) • Community Building & Asset Transfer 	<ul style="list-style-type: none"> • Elderly Care • Activities to Promote Independence & Health • Mental Health • Learning Disability • Joint Equipment • Assessment / Care Management • Domestic Abuse • Supporting People • Integration of Health and Social Care • Western Bay • Older People's Champion • Transformation of Adult Social Services (TASS) 	<ul style="list-style-type: none"> • Comms and Engagement • Legal and Democratic • Commercial Services • Financial Services • Human Resources / Organisational Development • Customer Contact • Scrutiny • Risk & Resilience • Member Development • Sustainable Swansea – Fit for the Future • Future Generations • Sustainable Development • Health & Safety Policy • Commissioning Organisation • Demand Management Strategy 	<ul style="list-style-type: none"> • Early Intervention & Prevention • Equalities (Access to Services) • Diversity • Public Protection • Culture: Sports & Arts • Parks • Healthy Cities / Greener Cities • Community Safety / Safer Swansea Partnership • Drugs / Alcohol • ASB • Well-being • Healthy Night Life / Purple Flag • Healthy City Partnership

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2014/2015 Work Programme – links to Cabinet Portfolios

Cabinet Portfolio	Scrutiny Activities
Finance & Strategy (Rob Stewart)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Budget Scrutiny • Service Improvement & Finance Performance Panel • Local Service Board Performance Panel
Services for Children & Young People (Christine Richards)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Child & Family Services Performance Panel • Child & Adolescent Mental Health Services Inquiry • Young Carers Working Group
Education (Jennifer Raynor)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Schools Performance Panel • Education Inclusion Inquiry • School Governance Inquiry
Environment & Transport (Mark Thomas)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Streetscene Inquiry – follow up • Local Flood Risk Management Working Group • Service Improvement & Finance Performance Panel (Recycling & Landfill Performance Annual Report) • Roads / Highway Maintenance Working Group
Housing & Communities (David Hopkins)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Review of Gypsy & Traveller Site Search Process • Welsh Housing Quality Standard Working Group
Transformation & Performance (Clive Lloyd)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Corporate Culture Inquiry • Public Engagement Inquiry – follow up • Service Improvement & Finance Performance Panel

	<ul style="list-style-type: none"> • Sustainability Working Group (<i>concluded but recommending inquiry – for committee to consider</i>) • Civic Events Working Group
Services for Adults & Vulnerable People (Jane Harris)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Transformation of Adult Social Services Panel • Social Care at Home Inquiry – follow up
Anti-Poverty (Will Evans)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Target Areas Working Group
Wellbeing & Healthy City (Mark Child)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Crime & Disorder Scrutiny
Enterprise, Development & Regeneration (Robert Francis-Davies)	<ul style="list-style-type: none"> • Q & A Session at Scrutiny Programme Committee • Service Improvement & Finance Performance Panel (Welsh Public Library Standards Annual Statement / Library Performance) • Inward Investment Inquiry – follow up

APPENDIX 7 - Work Planning Guidance For proposed scrutiny topics

Proposed topic:

1	Is it an issue of concern?	<p>Examples could include:</p> <ul style="list-style-type: none"> Is it an issue of public concern? e.g. complaints, Members' knowledge/feedback from constituencies, local media, surveys, other consultation Is it an issue performance concern? e.g. evidence from performance indicators, benchmarking or performance unknown/not currently measured Are there budget concerns? e.g. pattern of budget overspending or significant underspending Is it an issue of concern or interest to external groups? e.g. local businesses 	No
	<p>Yes</p> <p>☒</p>		☒
2	Is the issue strategic and significant?	<p>Examples could include:</p> <ul style="list-style-type: none"> Are there links to Council's Corporate Improvement Plan/Community Strategy priorities? Does the issue impact on Council's or partners main priorities? e.g. Service Plans, Strategies, Outcome Agreement Is it a Welsh Government or Central Government priority? Has the issue been raised by Audit/Inspection reports or WAO Annual Improvement Report? Does it have a significant impact on the public? Or a specific group/community? 	No
Page 145	<p>Yes</p> <p>☒</p>		☒
3	Is it a good use of scrutiny time?	<p>Examples could include:</p> <ul style="list-style-type: none"> Is there a clear objective for examining this topic? Has similar scrutiny work already been undertaken? Is the issue being examined elsewhere internally or externally? Could a scrutiny inquiry make a difference to how services are delivered or how resources are used? Could a scrutiny inquiry consider quality, cost and sustainability of service provision? Is an inquiry likely to generate recommendations for improvement? Would this issue require in-depth examination? i.e. a wide-ranging programme of evidence gathering and research? Has the relevant service / policy recently undergone substantial change? i.e. is it too early to review the effects of the change? 	No
	<p>Yes</p> <p>☒</p>		☒
*SUITABLE FOR IN-DEPTH INQUIRY			*NOT SUITABLE FOR IN-DEPTH INQUIRY

* Based on the criteria this topic is recommended for:

- In-depth inquiry Performance Panel Other (state what)
 Working Group Committee Report

Agenda Item 11

Report of the Chair

Scrutiny Programme Committee – 13 July 2015

MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS

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

1. Introduction

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

2. Revision to Scrutiny Panel / Working Group Membership

- 2.1 School Governance Inquiry Panel

REMOVE Councillor Lesley Walton

The revised membership of the Panel is 11, as follows:

Labour Councillors: 4

David Cole	Hazel Morris
Fiona Gordon (CONVENER)	Ceinwen Thomas

Liberal Democrat Councillors: 2

Jeff Jones	Cheryl Philpott
------------	-----------------

Independent Councillor: 1

Lynda James	
-------------	--

Conservative Councillor: 1

Anthony Colburn	
-----------------	--

Coopted Members: 3

Dave Anderson-Thomas	Sarah Joiner
Professor Catherine Farrell	

2.2 Service Improvement & Finance Performance Panel

The committee should confirm the appointment of Councillor Chris Holley as convener of the Panel, in place of Councillor Mary Jones, as agreed in April by the Panel.

2.3 Proposed Child & Adolescent Mental Health Services Inquiry

The committee may need to appoint an interim convener for this work in place of Councillor Hazel Morris who is unlikely to be able to attend meetings for a significant period due to health reasons. A pre-inquiry Working Group meeting is being arranged and Members should at that meeting identify a convener.

The current members are:

Labour Councillors: 7

Uta Clay	Erika Kirchner
Fiona Gordon	David Lewis
Terry Hennegan	Hazel Morris (CONVENER)
Yvonne Jardine	

Liberal Democrat Councillors: 3

Mary Jones	Cheryl Philpott
Paul Meara	

Independent Councillor: 1

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

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

3. Legal Implications

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

4. Financial Implications

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

Background Papers: None

Legal Officer: Tracey Meredith

Finance Officer: Paul Cridland

Report of the Chair

Scrutiny Programme Committee – 13 July 2015

SCRUTINY LETTERS

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

1. Introduction

- 1.1 The production of scrutiny letters has become an established part of the way scrutiny operates in Swansea. Letters from the chair (or conveners) allow scrutiny to communicate directly and quickly with relevant cabinet members.
- 1.2 These letters are used to convey views and conclusions about particular issues discussed and provide the opportunity to raise concerns, ask for further information, and make recommendations. This enables scrutiny to engage with Cabinet Members on a regular and structured basis.

2. Reporting of Letters

- 2.1 All scrutiny letters, whether they are written by the Programme Committee or conveners of panels / working groups, are published on the Council's website (<http://swansea.gov.uk/scrutinypublications>) to ensure visibility of the outcomes from meetings across the council and public.

2.2 The Scrutiny Programme Committee agenda also includes a copy of letters to/from Cabinet Members where specific discussion is required. Letters are included where cabinet member responses were awaited and have now been received or where a scrutiny letter did not require a response.

2.3 Letters relating to the work of Performance Panels are part of an ongoing dialogue with Cabinet Members and are therefore reported back and monitored by each Panel. However the convener will provide a quarterly progress report to the committee, including summary of correspondence with Cabinet Members and outcomes.

3. Letters Log

3.1 As the current municipal year progresses this report will contain a log of scrutiny letters produced to enable the committee to maintain an overview of letters activity over the year – see **Appendix 1**.

3.2 The following letters are also attached for discussion:

	Activity	Meeting Date	Correspondence
a.	Committee	16 Feb	Letter to / from Cabinet Member for Environment & Transportation
b.	Committee	16 Mar	Letter to / from Cabinet Member for Anti Poverty
c.	Committee	16 Mar	Letter to / from Cabinet Member for Housing & Communities
d.	Planning Services Working Group	19 Mar	Letter to / from Cabinet Member for Enterprise, Development & Regeneration
e.	Committee	13 Apr	Letter to Cabinet Member for Enterprise, Development & Regeneration
f.	Committee	13 Apr	Letter to / from Cabinet Member for Transformation & Performance
g.	Education Inclusion Inquiry Panel	11 May	Letter to Cabinet Member for Education
h.	Sustainability Working Group	9 June	Letter to Cabinet Member for Transformation & Performance

- 3.3 Where requested Cabinet Members are expected to respond in writing to scrutiny letters within 21 calendar days. The response should indicate what action (if any) they intend to take as a result of the views and recommendations made. For this municipal year the letters log now shows the average time taken by Cabinet Members to respond to scrutiny letters.

2. Legal Implications

- 2.1 There are no legal implications.

3. Financial Implications

- 3.1 There are no financial implications.

Background Papers: None

Legal Officer: Tracey Meredith

Finance Officer: Paul Cridland

Scrutiny Letters Log (20 May 2015 - 19 May 2016)

Ave. Response Time (days): 17 (target within 21 days)

No.	Committee / Panel / Working Group	Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken	Reported to SPC (if applicable)
1	Schools Performance Panel	18-May	EMLAS and the School Improvement Grant	Education	01-Jun	22-Jun	21	n/a
2	Schools Performance Panel	18-May	Elective Home Education	Services for Children & Young People (Deputy Leader)	01-Jun	19-Jun	18	n/a
3	Service Improvement & Finance Panel	13-May	ICT - Procurement of Oracle Support via a Third Party Supplier	Transformation & Performance	08-Jun	03-Jul	25	n/a
4	Service Improvement & Finance Panel	13-May	Q & A Session - Progress against Budget Savings Targets	Communities & Housing	08-Jun	17-Jun	9	n/a
5	Child & Family Services Performance Panel	11-May	Child & Family Services Performance Report (March 2015)	Services for Children & Young People (Deputy Leader)	09-Jun	29-Jun	20	n/a
6	Transformation of Adult Social Services Panel	01-Jun	Social Services and Well Being Act Seminar, Carers Consultation and the Workplan	Services for Adults & Vulnerable People	12-Jun	23-Jun	11	n/a
7	Sustainability Working Group	09-Jun	Food Security	Transformation & Performance	15-Jun	Not required	n/a	13-Jul

8	Child & Family Services Performance Panel	08-Jun	Workplan	Services for Children & Young People (Deputy Leader)	15-Jun	Not required	n/a	n/a
9	Service Improvement & Finance Performance Panel	10-Jun	New Performance Framework & Indicators	Transformation & Performance	24-Jun			
10	Attainment & Wellbeing Inquiry Panel	11-Jun	Follow Up	Services for Children & Young People (Deputy Leader)	29-Jun			



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

**To/
Councillor Mark Thomas,
Cabinet Member for Environment &
Transport**

BY EMAIL

*Please ask for:
Gofynnwch am:*

Scrutiny

*Direct Line:
Linell Uniongyrochol:*

01792 637257

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Our Ref
Ein Cyf:*

SPC/2014-15/12

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

12 March 2015

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Environment & Transport following the meeting of the Committee on the 16th February 2015. It reflects on the question and answer session held with the Cabinet Member about their portfolio responsibilities, including recycling, waste management and highways. It includes conclusions and proposals for the Cabinet Member.

Dear Councillor Thomas,

Cabinet Member Question Session – 16 February

Thank you for your attendance at the Scrutiny Programme Committee on 16 February 2015, answering questions on your work and for submitting a written report ahead of the meeting. This report helped to provide a focus for the session and explore priorities, actions, achievements and impact, in relation to your areas of responsibility.

We recognised that you are a newly appointed Cabinet Member and it was good to have this initial meeting with you in order to understand your thinking and plans ahead. We noted however that the last few months of your time have been dominated by the budget, and pressures to meet efficiency and savings targets.

We are writing to you in order to reflect on what we learnt from the discussion, share the views of the committee, and raise any outstanding issues / actions for your response. The session largely centred on recycling, waste management and highways. The main issues discussed are summarised below:

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

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

www.swansea.gov.uk / www.abertawe.gov.uk

Recycling Performance

We asked about current performance in terms of recycling rates against targets. You informed the committee that you were anticipating meeting the target of 56% this year. You added that targets are increasing for future years and though challenging you congratulated the public for their participation to date in both household recycling, and their response to the new 3 black bag limit. Clearly this service remains a priority given the strict penalties for not meeting recycling / landfill targets.

Following a discussion about black bags and some issues that have arisen with dumping in certain areas, you stressed that, apart from reporting, any investigation should be left to officers from the department who where possible will take action against those found to be responsible.

We also asked about the use of pink bags to collect plastic recyclables and whether there was any review given that they are prone to being blown about in the wind. You informed us that a trial was about to take place in 2 areas replacing the pink bag with a hessian sack. Whilst more expensive to provide if it is successful a further roll-out would be considered, although you stated that no budget has been identified for this purpose. There was also some uncertainty about how the actual plastic recycling bags are disposed of, which you agreed to clarify.

Civic Amenity Sites

The committee asked about the Garngoch household waste recycling centre. We were aware of issues relating to the site and asked about plans to upgrade and expand the operation. There was some concern about the limitations at the site and risk of fly tipping. You informed the committee that Cabinet had agreed to apply for planning permission to enlarge the site however this has been held up pending agreement of the budget. There was also concern about congestion at the site, caused in part by apparent illegal use by some businesses.

Commercial Recycling

We asked about your influence over commercial recycling given the significant amount of waste generated by businesses, particularly major food outlets (e.g. Mcdonalds). You explained that, although our service is offered, businesses are free to use private contractors to collect their waste. The challenge for the authority was to compete with the private sector, but you felt that the authority was already very competitive in respect of food waste. You added that food waste was now representing a significant proportion of recycling and a growing business. One of the issues you pointed out with the collection of food waste was that it had to be segregated from general waste. We also heard that the authority was in some cases working in partnership with other collectors, e.g. taking bulk waste off their hands.

Waste Collection / Street Cleansing

We raised an issue about mess left behind after waste collections and sought clarification about responsibilities. You confirmed that the refuse collectors are meant to clear up after themselves but accepted that this did not always happen. We heard that it was a common complaint and your view was that if the council was reliant on householders participation in recycling then it would be letting them down if the service at the road was failing and risked future non-participation. We took the opportunity to remind you about the recommendations made by the Streetscene Scrutiny Inquiry Panel which, amongst other things, called for greater coordination between the collection and street cleaning arrangements. We are expecting the Cabinet response to that report shortly and would urge you to do this. There were also some complaints about containers not being returned to the place they are left. You assured the committee that steps are taken to remind collectors of their responsibilities and standards, being such an important front facing service. You welcomed any feedback from councillors or members of the public and promised to take action.

Highways Planning

The committee asked what plans there were for the road network and infrastructure particularly given the Local Development Plans to deliver thousands of new homes e.g. around the M4 Junction 47, which of course will have an impact on road traffic, as well as services, schools etc. We heard there were no definite plans, although you were aware of the situation in that area and accepted the need for alterations should development take place. You stated that it was not prudent to undertake works ahead of time and that it was potentially an opportunity to use Section 106 planning agreements to deliver for improvements. You assured the committee that all assessments and impacts would be highlighted at the planning stage for any housing developments and advice given to ensure the best decisions are taken. There was a discussion about the strengths and weaknesses of Section 106 agreements but you were clear that there was a rigorous process in place to ensure maximum benefit.

Safe Routes in Communities

We noted that the council has successfully bid for £550k from the Welsh Government's Safe Routes in Communities scheme for the Townhill area. We understand this scheme aims to improve accessibility and safety, and encourage walking and cycling within communities. The committee was particularly interested in the demonstration of value for money and would ask how the results from any work carried out (whether in Townhill or other similar) would be measured to enable judgements about impact and success.

Highways Maintenance

We were interested in the work of the Neighbourhood Working Team and planned highways maintenance, specifically the PATCH programme. You confirmed that a programme of repairs (such as resurfacing) was about to be published and provided to all councillors so that they would have an indication of when work in their areas was likely to take place, but of course would be weather dependant. This should give councillors notice to identify and raise any specific repairs needed with the team.

Transport

The committee talked specifically about the public transport system and despite discussions over the last few years, including a scrutiny inquiry, the committee was not clear about how things have moved forward. We were concerned that progress has not been made in terms of looking at a Quality Bus Partnership or Quality Bus Contract. You accepted that progress has been slow but were keen to take action to ensure that public transport delivered for customers. We look forward to hearing more on this.

More generally, in light of much discussion at the moment about city centre regeneration we asked about your thinking and any plans to improve accessibility for pedestrians and cyclists above motor vehicles. Although city centre regeneration was under another portfolio you stated that you were confident about cross-departmental working on this matter. Your view was very clear that the city centre offer can only succeed with better provision for all modes of transport. You stated that it needed to be attractive to get into the city centre. You also agreed that the pedestrian access along the Kingsway was not satisfactory but were confident that this would improve in line with overall plans for the city centre. You also stated that you were working with organisations such as Sustrans. A car parking review was also being undertaken.

Your Response

In your response we would appreciate your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to:

- The request for further information in respect of the disposal of plastic recycling bags;
- Our reminder about the Streetscene Scrutiny Inquiry Panel Report so that Cabinet can make a decision on the recommendations; and
- The request for further information to explain how the results from any work carried out (whether in Townhill or elsewhere) under the Safe Routes in Communities scheme would be measured to enable judgements about impact and success.

Please provide your response by 2 April. We will then include both letters in the agenda of the next available committee meeting.

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

Yours sincerely,

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

COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

✉ cllr.mary.jones@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mary Jones
Chair, Scrutiny Programme Committee

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

Councillor Mark Thomas
(01792) 637442

E-Mail / E-Bost: cllr.mark.thomas@swansea.gov.uk
Our Ref / Ein Cyf: MT/JW
Your Ref / Eich
Cyf:
Date / Dyddiad: 16 April 2015

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

Dear Councillor Jones

CABINET MEMBER QUESTION SESSION – 16 FEBRUARY

Thank you for your letter dated 12th March 2015, apologies for the delay in responding to you.

Recycling Performance:

Single use pink bags as recycling by the plastics reprocessor; however the green bags are either landfilled or sent to energy from waste.

Civic Amenity Sites:

I can confirm that the current Van/Trailer Permit scheme is being amended to restrict visits to 12 per year. This should be more than ample for residents use, but should deter businesses from using these sites.

Highways Planning:

The City & County of Swansea has commissioned Arup Consultants to undertake a comprehensive transport modelling exercise in support of the emerging Local Development Plan. The Welsh Government's population projections require that the Council plans for the provision of between 17,100 and 14,000 new homes over the next twenty five years. Officers were therefore keen to undertake appropriate

COUNCILLOR/Y CYNGHORYDD
MARK THOMAS
CABINET MEMBER FOR ENVIRONMENT & TRANSPORTATION /
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CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

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assessments to determine whether this growth can be catered for on existing transport networks, and where this is not considered to be achievable or sustainable that alternative means would be proposed to ensure that the City & County of Swansea can continue to grow and develop to meet the pressures in the years ahead.

Arup are therefore preparing a County wide traffic model in order to interrogate the complex demands that will be created if these large scale residential developments are realised over the term of the plan. The model is being built using a pioneering new technique which utilises mobile phone data to provide journey information across the Local Authority area. Whilst the model is still in development, it has a demand matrix comprising 1.1 million trips and is therefore expected to provide extremely reliable information on journey times, durations, centres of demand and generation. The outputs from this work is expected to complete in late April 2015, and its conclusions will be used to inform the further development of the sites earmarked for residential development.

Safe Routes in Communities:

The Safe Routes Programme has been designed to both improve road safety in the area and also promote more sustainable modes of transport, particularly for school journeys.

With regard to the first aim, the schemes success can be judged by comparing the accident data before and after implementation. In the three years prior to the bid for funding for the Townhill area there were 2 collisions causing fatalities, 7 resulting in serious injury and 46 where the level of injury was classified as slight. The DfT produce statistics which enable this to be translated into a capital cost, this equates to a sum of £5,590,940. Three years after completion it will be possible to re-analyse the data for the Townhill area and undertake a direct comparison of the accident record which can be reflected in capital savings.

Traffic speed data in the vicinity of the Primary schools was also collected prior to works being implemented. It is proposed to repeat these speed surveys in the coming months to establish the effectiveness in slowing down traffic and consequently improving road safety.

COUNCILLOR/Y CYNGHORYDD
MARK THOMAS
CABINET MEMBER FOR ENVIRONMENT & TRANSPORTATION /
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CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Page 3

The second aim of the proposal is more difficult to quantify. Previously the Authority employed a Safe Routes in Communities officer who worked with the schools in the areas funded undertaking surveys to establish modes of transport for pupils and teachers, both before and after implementation. Unfortunately in recent years it has not been possible to fund this position and consequently this information is no longer gathered and reported.

Highways Maintenance:

The PATCH programme for 2015-16 has been circulated to all members and the team will be in contact a couple of weeks prior to arriving in your ward. Work is still proceeding on the 2015-20 Asset Management Programme; this will be released later this year and will contain details of the planned maintenance work scheduled for the next 5 years.

Transport:

A report on Partnership working including Quality Bus Contracts (QBC) and Statutory Quality Partnerships (SQP) was considered by Cabinet in 2014 when the decision was taken not to proceed with QBC or SQP but to pursue more informal partnership working along the lines of the current agreement with First Cymru for the ftrMetro Service.

More recently the Services Cabinet Advisory Committee met on 9 February to look at Quality Bus Contracts and Partnerships and will reporting back to Cabinet on their findings

Yours sincerely



COUNCILLOR MARK THOMAS
CABINET MEMBER FOR ENVIRONMENT & TRANSPORTATION

COUNCILLOR/Y CYNGHORYDD
MARK THOMAS
CABINET MEMBER FOR ENVIRONMENT & TRANSPORTATION /
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CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

**To/
Councillor Will Evans,
Cabinet Member for Anti-Poverty**

BY EMAIL

Please ask for: Scrutiny
Gofynnwch am:
Direct Line: 01792 637257
Llinell Uniongyrochol:
e-Mail scrutiny@swansea.gov.uk
e-Bost:
Our Ref SPC/2014-15/13
Ein Cyf:
Your Ref
Eich Cyf:
Date 10 April 2015
Dyddiad:

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Anti-Poverty following the meeting of the Committee on the 16th March 2015. It reflects on the question and answer session held with the Cabinet Member about their portfolio responsibilities, including Target Areas, Health Inequalities, Welfare Reforms, the LIFT Programme and Community Food Growing. It includes conclusions and proposals for the Cabinet Member.

Dear Councillor Evans,

Cabinet Member Question Session – 16 March

Thank you for your attendance at the Scrutiny Programme Committee on 16 March 2015, answering questions on your work and for submitting a written report ahead of the meeting. Your report helped to provide a focus for the session and explore priorities, actions, achievements and impact, in relation to your areas of responsibility.

You emphasised the cross cutting nature of this new portfolio and joint working with other Cabinet Members. You also provided a stark indication of the nature of the problem, and cited the growth in the number of food banks in the area, impact of austerity measures, and inequalities in Swansea. We are writing to you in order to reflect on what we learnt from the discussion, share the views of the committee, and raise any outstanding issues / actions for your response. The main issues discussed are summarised below:

Target Areas

We noted that the anti-poverty portfolio is a new cabinet portfolio for the Council and taking on board elements of the previous leaders, and the old Target Areas Cabinet member portfolio. As far as the committee was aware

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the Target Areas approach was adopted as Council policy in July 2012, however you seemed to have a different view on this. You stated that the emphasis was tackling poverty wherever it existed, not a defined area. The committee would like some clarity on if / when / how the policy has changed and what strategies are in place instead to tackle poverty and deprivation in the areas worst affected, with the greatest need.

We have previously identified Target Areas as a future Scrutiny Working Group topic. This would be to get an assessment on progress with target areas work and enable scrutiny councillors to ask about achievements and the impact of this approach. Therefore your response on our question above will be very helpful to guide our thinking on this and determine whether this should remain in the work programme.

Health Inequalities

You mentioned to the committee some figures which showed significant differences in life expectancy between east and west Swansea. We believe you stated that it was as much as 23 years. Could you provide some clarification about this information? The indication is that the gap is increasing. What we did not understand was how east and west Swansea was being defined in this assessment.

Welfare Reforms

You stated that one of your key portfolio objectives was mitigating against the impact of Welfare Reform, particularly the introduction of universal credit. We asked about the production and implementation of a Local Delivery Framework for the first phase of roll out of Universal Credit. You stated that this was in progress however we would appreciate some clarification about when the framework will be available given the roll out is planned for July 2015. Also can you provide some more information about the role of Cabinet Members and (in particular) all Ward Members in the development and delivery with regard to implementation of Universal Credit?

We acknowledged that a number of seminars are being arranged for councillors, staff and partners in order to raise awareness on requirements and potential impacts. We asked about the relationship between the authority and the Department for Work and Pensions and noted some issues relating to information and communication which we hope are being resolved.

LIFT Programme

We asked for an update on the LIFT project in the North West Cluster Penderry, which is focussed on getting people back into work and on to the jobs ladder. You stated that the programme was successful within Penderry, engaging with workless households, those who have spent more than six

months out of work or training, and helped people to gain skills that will increase employment prospects.

We were interested to know how the programme was developing. You pointed out that this was a programme funded by the Welsh Government and depended on evaluation against targets and continuity of funding. We noted that the initial 12 months of the Programme was about to come up. We were pleased to hear that between April and December 2014 127 adults had found employment and many more had gained a qualification and gained IT skills. However we noted this was from the overall Communities First programme not specifically the LIFT Programme. It would be helpful if you could provide some information about achievements directly related to the LIFT Programme.

Community Food & Growing

We looked at your savings targets for 2015/16 which included a reduction in the Grow Local Grants, and to reconfigure the Community Food and Growing team and look establish a Community Interest Company. You stressed the need to make savings and cited successful examples elsewhere. The committee however was interested in the rationale for outsourcing the food and growing service, and how this will be delivered and managed responsibly. We asked how this related to community allotments sites and noted that the plan did not include allotments, responsibility for which would be retained in-house.

Your Response

In your response we would appreciate your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to:

- Our question about the position with regard to the Target Areas approach previously agreed - if / when / how the policy has changed and what strategies are in place instead to tackle poverty and deprivation in the areas worst affected, with the greatest need;
- Our request for further information about the difference in life expectancy between east and west Swansea;
- Our concern about when the Local Delivery Framework will be available given the roll out of Universal Credit is planned for July 2015. We also wanted to know more about the identified role of all Ward Members in the development and delivery
- Our request for information about achievements directly related to the LIFT Programme; and
- Our concern about changes to the Community Food & Growing team and rationale for a different service model. Could you also provide confirmation whether responsibility for allotments will revert to the Parks Service?

Please provide your response by 1 May. We will then include both letters in the agenda of the next available committee meeting.

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

Yours sincerely,

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

COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

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Councillor Mary Jones
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Your Ref / Eich: SPC/2014-15/13
Cyf:
Date / Dyddiad: 30 April 2015

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

Dear Councillor Jones

Cabinet Member Question Session – 16 March 2015

Thank you for your letter dated the 10 April 2015 regarding the above. I would like to respond as follows:

Our question about the position with regard to the Target Areas approach previously agreed - if / when / how the policy has changed and what strategies are in place instead to tackle poverty and deprivation in the areas worst affected, with the greatest need;

The Target Area approach was agreed within the Labour Manifesto and became part of Council policy in July 2012 with the adoption of the Manifesto commitments. The wording in the Manifesto is; 'A Labour Council will seek to develop a 'target area' approach, bringing together departments.

A further Cabinet Paper was agreed on 28th February 2013 explaining the designated target areas, the process for delivery and the initial actions.

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The target area approach focussed on three Wards of the City & County of Swansea which were Penderry, Castle and Townhill. This Cabinet understands that Poverty is to an extent everywhere and therefore we meet need and tackle poverty where it exists. Part of this approach is learning from the more intensive support in the most deprived areas enabling the Council to identify support mechanisms for those living in poverty elsewhere in the City & County of Swansea.

The Council is therefore taking a needs based approach whether those needs are within specific geographical areas, or within communities of interest. The Council's tackling poverty strategy will work alongside the existing WG tackling poverty programmes of Flying start, Families First and Communities First. These are delivered and focus on the highest areas of need, and therefore the geographical areas with the highest levels of deprivation.

• Our request for further information about the difference in life expectancy between east and west Swansea;

In 2011, the Public Health Wales Observatory published their report 'Measuring Inequalities 2011, Trends in mortality and life expectancy in Wales'. Local authority profiles were also published. The reports can be found here:

[http://www2.nphs.wales.nhs.uk:8080/PubHObservatoryProjDocs.nsf/\(\\$All\)/2089ABAC2C7D658B8025795E005818F1/\\$File/InequalitiesProfilesLA_Swansea_v1.pdf?OpenElement](http://www2.nphs.wales.nhs.uk:8080/PubHObservatoryProjDocs.nsf/($All)/2089ABAC2C7D658B8025795E005818F1/$File/InequalitiesProfilesLA_Swansea_v1.pdf?OpenElement)

The reports tell us that life expectancy in Swansea, as in Wales is increasing. However, increased life expectancy is not experienced equally across all areas. This inequality exists between the most and least deprived areas both nationally and locally. The Slope Index of Inequality measures the absolute gap in years of life expectancy between the most and least deprived. This index tells us that in the period 2005 – 2009, the gap in life expectancy in Swansea between our most and least deprived areas is 12.2 years for males and 7.4 years for females. The gap in healthy life expectancy for males is 22.9 years while females 14.8 years.

The gap has grown since the 2001 – 2005 figures which showed a life expectancy gap of 10.9 years for males and 7.3 years for females while healthy life expectancy was 22.1 years for males and 14.7 years for females.

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The recording of the statement made at the Scrutiny Programme Committee on the 16th March is inaccurate. The 23 year gap is the rounded Healthy Life Expectancy gap for males between our most and least deprived areas, not life expectancy which is 12 years for males.

This data sources are based geographically on Lower Super Output Areas (LSOAs). In Swansea there are 148 LSOAs, 36 of which form the five Communities First Clusters in Swansea. These Clusters represent the most deprived communities in Swansea according to the Welsh Index of Multiple Deprivation.

The data represents the gap between the most and least deprived areas rather than a geographical divide of Swansea east and west. The figures should not be used to describe the gap between the east and the west of the city.

• **Our concern about when the Local Delivery Framework will be available given the roll out of Universal Credit is planned for July 2015. We also wanted to know more about the identified role of all Ward Members in the development and delivery.**

We are currently taking a two-phase approach in terms of being ready for Universal Credit.

Phase one is focused on the imminent introduction of Universal Credit in Swansea on the 20th July 2015. This initial introduction will be for single people who would previously have been making new claims for Job Seekers Allowance. Learning from the trial areas suggests that these are the most straight forward of benefit claims and therefore the least likely to require any complex support. Early indications from colleagues in the Department for Works and Pensions (DWP), based on previous years claimant numbers, suggest we will see something in the region of 120 – 200 people in Swansea being signed up for Universal Credit during the period July 2015 – March 2016.

At this stage the focus of planning is to ensure technical alignment with Housing Benefit Systems etc as those are required by colleagues in DWP to support claims.

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A key area of focus at the moment is completion of a District Partnership Agreement (DPA) between DWP and City & County of Swansea. The content of this agreement is very prescriptive from the DWP and will form the basis of the work that will be undertaken at this introduction phase. Again, learning from LA's who have trialled this process suggest that requests for additional support from this specific group are small.

Phase two, which will commence in April 2016 will see an expansion of Universal Credit to couple households, and is the point at which any agreement under the DPA ceases and a more formal local plan will need to be in place. Early discussions in the regional Universal Support Delivered Locally (USDL) group suggests that a minimum requirement at this stage to access funding via the USDL fund will be an electronic facility that claimants can access via the Local Authorities website that offers links to organisations that provide advice and support with issues like digital exclusion, personal budgeting and basic skills.

The Financial Inclusion Steering Group, a multi-agency group supported by CCS staff is in the process of identifying the range and levels of support Universal Claimants are likely to require to ease the transition over to Universal Credit, The first stage of this work has been to identify potential risks to claimants under the headings of the USDL framework outlined by the DWP; Digital Inclusion, Personal Budgeting, Partnership working and Triage. Follow up work is being undertaken to identify planned activity that contributes to mitigating these risks. The next stage will be to identify those risks that will require a holistic response.

This is the aspect which Ward Members will have a role and will emerge more clearly as the framework develops. It is likely to be concerned with ensuring that people with particular needs are signposted to the best support our partnerships can offer, given their whole set of circumstances.

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• **Our request for information about achievements directly related to the LIFT (Lifting people into work)**

Programme;

The LIFT Programme (which operates in the Communities First North West Cluster) has been successful in its first year of operation:

23 LIFT participants have entered into employment,
30 LIFT participants have taken part in essential skills learning,
LIFT has worked with organisations such as Gwalia, NHS and Boots to create 26 work experience placements for participants.
LIFT has created 106 vocational training opportunities in its first year for its participants.

The City and County of Swansea has received funding to continue to run the programme in its current format until March 31st 2016. It will continue to be based in the Communities First North West Cluster (All of Penderry Ward and Gendros in Cockett Ward), until this date. The Swansea LIFT programme continues to perform strongly when compared with the other pilot areas in Wales.

It is thought (albeit this is at an early stage) that although the full project may not be rolled out fully, elements of the LIFT programme will be introduced into the other Communities First cluster areas. However these elements of good practice will be delivered under the newly proposed Communities4work scheme, which supports residents with learning and training to get back into work.

• **Our concern about changes to the Community Food & Growing team and rationale for a different service model. Could you also provide confirmation whether responsibility for allotments will revert to the Parks Service.**

The Community Food and Growing Team have been exploring alternative business models for the past three years. In light of Sustainable Swansea Fit for the Future, it was felt that the time is now right to progress this work further in order to generate a sustainable source of income to tackle food poverty and create a service that is fit for purpose for the citizens of Swansea.

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Two members of staff will transfer employment to the new enterprise and the Authority will be represented on the board.

The allotment provision is currently subject to a rent review, which the Community Food and Growing Team are completing and implementing.

As the allotment provision makes no direct contribution to the tackling poverty agenda and as the future remit of the team will focus increasingly on tackling food poverty, it is felt that responsibility for the management of allotments should revert back to Parks. Parks currently conduct the maintenance of allotments and discussions are ongoing with regards to future management.

Yours sincerely

COUNCILLOR WILLIAM EVANS
CABINET MEMBER FOR ANTI POVERTY

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To/
Councillor David Hopkins,
Cabinet Member for Housing &
Communities

BY EMAIL

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Our Ref
Ein Cyf:

SPC/2014-15/14

Your Ref
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Date
Dyddiad:

16 April 2015

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Housing & Communities following the meeting of the Committee on the 16th March 2015. It reflects on the question and answer session held with the Cabinet Member about their portfolio responsibilities, including affordable housing, homelessness, houses in multiple occupation, working with Registered Social Landlords, empty properties and the Right to Buy Scheme. It includes conclusions and proposals for the Cabinet Member.

Dear Councillor Hopkins,

Cabinet Member Question Session – 16 March

Thank you for your attendance at the Scrutiny Programme Committee on 16 March 2015, answering questions on your work and for submitting a written report ahead of the meeting. This report helped to provide a focus for the session and explore priorities, actions, achievements and impact, in relation to your areas of responsibility.

We recognised that you are a newly appointed Cabinet Member and it was good to have this initial meeting with you in order to understand your thinking and plans ahead. We noted the diverse range of services covered within your portfolio including council housing management and repair, preventing homelessness, housing advice, affordable housing, renewal area improvements, Disabled Facilities Grants and adaptations, Welsh Housing Quality Standard, standards in private rented housing, and community buildings and asset transfer.

You mentioned some of the challenges to services linked to financial pressures, welfare reforms, and key changes in legislation with the

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introduction of a new Housing Act for Wales which includes reform of the Housing Revenue Account Subsidy system.

We are writing to you in order to reflect on what we learnt from the discussion, share the views of the committee, and raise any outstanding issues / actions for your response. The main issues discussed are summarised below:

Affordable Housing

We asked you to give an update on progress with delivering additional affordable housing provision. You reported that since the Affordable Housing Scrutiny Inquiry completed its work and reported to Cabinet in 2013:

- Officers have looked at a number of models and one in particular is being assessed in detail;
- The Authority has successfully applied for extra resources that have become available from a range of Welsh Government Initiatives;
- Changes to the Housing Revenue Account Subsidy system coupled with the reform of the rent setting policy will provide additional resources for the Housing Revenue Account (HRA) over the longer term, to invest in the existing stock as well as providing more affordable housing including the building of new Council housing;
- Detailed work has commenced to develop a strategy for making best use of these resources in terms of additional affordable housing and this study will aim to correlate available land supply with an updated assessment of needs to inform a programme of new build. The project will also appraise available funding options to support new Council housing and for making best use of HRA resources for more affordable housing generally; and
- In terms of actual development, this will need to tie in with the availability of funds. However, options for a pilot scheme for new Council housing to test viability and explore specification options is also being explored.

We noted that 37 new affordable housing units were delivered up to Quarter 3 this year, and that Registered Social Landlords were aiming to deliver 241 in 2014/15. We will continue to monitor progress in this area and hope that you will be able report further when we meet you next on the delivery of additional affordable housing units and the achievement against national / local targets.

Homelessness

We asked about your work in relation to the prevention of homelessness. You talked about the key role played by the Housing Options service and Tenancy Support Unit. You referred to the commitment to prioritise those in housing need, especially the homeless, and mentioned that an in house Social Lettings Agency, funded by Supporting People, was commissioned to increase the supply of good quality private rented accommodation to help meet housing need.

We noted achievement of targets in relation to the reducing the average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless, and the average number of days all homeless families with children spent in Bed & Breakfast accommodation.

You reported that the new Housing (Wales) Act, which includes a new duty to take 'all reasonable steps' to prevent homelessness, presented some challenges. We noted that there will be a review of homelessness services to identify priorities for inclusion in supporting people operational plan.

We asked about your working with other agencies to address homelessness and you acknowledged this is really important and assured the committee that efforts were being made to utilise all available stock in Swansea, working closely with partners.

Houses in Multiple Occupation

The committee noted your responsibilities for improvement and maintenance of standards in the private rented housing sector. We raised some issues about the density of houses in multiple occupation (HMOs) in some areas and asked about how planning powers might be used to address this. We felt that the threshold for requiring planning permission was too high and suspected that only a change in the Use Class Order will allow the council to exercise greater control of HMOs.

We acknowledged your focus on the licensing of HMOs but would ask you to look at whether there is anything that the authority can do to control the number of HMOs, particular in areas where there is already a high density.

Joint Working with Registered Social Landlords

Further to work undertaken by scrutiny 14 months ago on the feasibility of the Council and its Registered Social Landlord (RSL) partners developing a single housing waiting list, we were interested in how the relationship has developed with the RSLs in Swansea.

When our Scrutiny Working Group looked at this issue it was advised that there would be significant financial implications due to the need to harmonise IT systems between organisations and that the development of a single list and allocation criteria would draw significantly on staffing resources. It was also indicated that the RSLs were not supportive of the idea, with concerns about a more cumbersome letting process and higher costs. We noted that embarking on such a large scale project, especially when the RSLs had made clear their reluctance, would be a risky strategy to follow, and one which could be ill afforded in the current financial climate. We were interested to know whether any further dialogue has taken place with RSLs, and your view about this matter and relevant issues.

Nevertheless I am sure you will agree there is room for improvement and the Working Group did make a number of suggestions. For example, we would like to know if you have made progress in working with RSLs to develop a common method of accessing all social housing, and in terms of improving information sharing between the Council and RSLs.

We acknowledged examples you gave of positive joint working with RSLs such as the ADAPT project which has created a single register of suitable adapted properties with one application process for all housing providers.

Empty Properties

The committee asked you about work to bring empty and dilapidated properties back into use. You reported that Swansea has acted as a lead authority for the Western Bay region for the Houses to Homes empty homes loans scheme - 28 loans have been issued in Swansea to date to secure the reuse of 16 properties. You felt that the scheme allowed for substantial investment to be made by owners / landlords however there has been less interest than hoped.

The committee noted that there was limited scope for the authority to intervene unless a building was unsafe. You stated that the authority was doing everything it could and you were keen to work with Welsh Government to maximise any further grants that can help address the problem.

We felt it was very important to bring properties back into use particularly given the potential income generation through council tax etc, which should justify any resources invested in efforts to achieve this.

Right to Buy Scheme

We asked whether you could provide any update on the suspension of the Right to Buy Scheme from Welsh Government. You confirmed that the authority had applied in December 2014 and anticipated a response within 6 months. You stated that any applications that have been received since then have been placed on hold pending decision from the Welsh Government, but were optimistic of an answer soon. If there is any further information please let us know.

Your Response

In your response we would appreciate your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to:

- Our concern about the density of HMOs in some areas and whether there is anything that the authority can do to control numbers;
- Whether any further dialogue has taken place with RSLs about the feasibility of developing a single housing waiting list, and your view about this matter and relevant issues;
- How the suggestions made by the Scrutiny Working Group looking at the issue of a single waiting list have been acted upon; and
- Any further information about the suspension of the Right to Buy Scheme

Please provide your response by 7 May. We will then include both letters in the agenda of the next available committee meeting.

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

Yours sincerely,



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7th May 2015

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

Dear Councillor Jones

CABINET MEMBER QUESTION SESSION – 16TH MARCH

Thank you for your letter dated April 16th. I have addressed the issues you have raised in your letter in chronological order.

High Concentration of HMOs

During 2013, the Planning Service undertook research for the Council's HMO Working Group (consisting of Castle, Uplands, and St Thomas Councillors; local Welsh Assembly Members; Licensing and Planning Officers). The research:-

- Identified, profiled and mapped HMOs and highlighted areas with high concentrations using Licensing, Planning, Council Tax and Census information.
- Used Census, Welsh Index of Multiple Deprivation, House Condition Surveys, Education, Police, Environment Department and Car Parking information to gauge impacts of high HMO concentrations.
- Considered future needs from the Local Housing Market Assessment; the potential impacts of Welfare Reform; and the Universities' future accommodation strategies.
- Examined other Local Planning Authorities' approaches to HMOs.

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Page 2

Using the findings of the research, politicians on the Working Group (Councillor Crouch and local Assembly Members) lobbied Carl Sargeant, who at the time was WG Minister for Housing and Regeneration to try and get him to agree to changing parts of the planning system in Wales to bring it in line with England where Authorities have far more powers regarding HMOs.

In August 2014, WG commissioned consultants to undertake research across Wales into the issue of high concentrations of HMOs. Officers from the Council took part in a focus group with the consultants in October 2014 and raised the issues that are being experienced in Swansea. In January 2015 Planning Officers took part in a regional stakeholder workshop to discuss the consultant's initial findings and suggested recommendations. Council Officers are currently awaiting the publication of a WG toolkit which will outline best practice for Councils to consider using with regard to planning policy and HMOs

In terms of future Planning Policy regarding HMOs in Swansea, the Local Development Plan (LDP) is expected to be placed on Deposit in Summer 2015 and will contain a policy on HMOs.

Common Waiting Lists and Progress with Recommendations made by Scrutiny

The Scrutiny Working Group made a number of suggestions regarding joint working with RSLs regarding applications for housing. Developments regarding these suggestions are outlined below.

(1) Develop a common method of accessing the application process for all social housing - A series of meetings between our Housing Options Service and the 3 main Housing Associations (HA's) in Swansea have taken place to discuss this issue. Developing a common method of applying for housing is challenging as all the housing providers have different methods of applying for housing and request different types of information. What has been agreed between the Council and HA's is that the HA's will complete a Housing Options referral form for those applications that contact them and have not previously applied to the Council directly. This will stop applicants needing to make multiple visits to different offices to supply the same or similar

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information. Details will be taken at source and the applicant contacted back. In the longer term, an on-line application form has been suggested as a method of improving the customer experience further. This requires further development and potentially some investment, but would replace the need for a referral form and would mean the HA's could complete the initial details on an application form and then forward to Housing Options. This is intended to reduce duplication within the process and make it easier and quicker for the customer to apply.

(2) Progress the development of a common medical form between the council and RSLs - Following discussion with the HA's, it has been established that each provider takes a different approach when looking at medical circumstances. Coastal HA for example do not require information from a medical professional and they would assess an application based on what information the applicant provides. What has been agreed, subject to applicant authorisation, is that is that each housing provider will forward any medical details they have in relation to an applicant in appropriate cases to other providers that the applicant wishes to seek housing from. This will reduce the need for the customer to incur expense in obtaining multiple medical certificates and will also speed up the process of any assessment of their application for housing.

(3) Meet with the RSLs to discuss the issue of them closing their waiting lists - Officers from Housing Options have met the HA's in respect of closing their waiting lists. There are no plans for the HA's to change their current process on closing lists. All have however agreed to update their websites on at least a weekly basis to ensure live information on what areas are able to be applied for is available to the customer. Coastal HA and Gwalia HA have this in place now and Family HA are in the process of updating their website to accommodate this information. All the HA's have also agreed to update Housing Options when reopening lists.

(4) Review and improving the information that is provided to Councillors about the role of RSLs and their allocation criteria - The HA's all publish their allocations policies publically and have up to date information about themselves and their roles on their websites. Currently quarterly meetings are held between Officers and Housing Options. Information from these meetings will be disseminated as required to ensure Councillors are kept informed of current housing allocations matters. The meetings ensure that information is shared between providers on a regular basis.

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Issues discussed include progress on nominations, changes to allocation policies, new-builds and other current initiatives.

(5) Confirm that the information available on the Swansea Housing website is also available to applicants without access to the internet - Customers can access information on the Swansea Housing Website without the need to access the internet. Various services are offered to the customer depending on their needs including, telephone based enquiries, home visits and supply of information at provider offices.

Suspension of the Right to Buy

The Authority submitted an application to the Welsh Government to suspend the Right to Buy in Swansea in 2014. Welsh Government Ministers considered the application and on March 30th 2015, the Leader of the Council received a letter from Lesley Griffiths AM agreeing to suspend the Right to Buy and the Right to Acquire (for Housing Association tenants) for 5 years. We are in the process of writing to all tenants to inform them of this. After the 5 years has elapsed, the Authority has the option of submitting a further suspension application to the Welsh Government.

Please let me know if you require any further information or further clarification regarding any points made in this letter.

Yours sincerely



COUNCILLOR DAVID HOPKINS
CABINET MEMBER FOR COMMUNITIES & HOUSING

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Councillor Robert Francis-Davies
Cabinet Member for Enterprise,
Development and Regeneration

cc. Councillor Paul Lloyd
Chair of Planning Committee

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26th March 2015

Summary: This is a letter from the Planning Scrutiny Working Group to the Cabinet Member for Enterprise, Development and Regeneration following a meeting of the Group on the 19 March 2015. It is about enforcement, legal support, major developments, householder advice and building control. It includes conclusions and proposals.

Planning Scrutiny Working Group – 19 March 2015

Dear Councillor Francis-Davies,

This letter is to update you about the recent Planning Scrutiny Working Group. I understand that illness prevented you from attending. We did receive a report from Phil Holmes, Head of Service and Ryan Thomas, Development, Conservation and Design Manager and I would like to thank those officers for their contribution.

Enforcement Activity

You will recall that the primary reason for setting up the working group was a concern over the backlog of enforcement case which stood at 670 in November 2013. We are pleased to hear that the service has made significant progress on this issue and that the backlog has now been reduced to below 500 and that officers expect the figure to be 350-400 by the end of the next financial year. We agree that this would be a reasonable level for the backlog. We are also pleased to hear that the number of cases being dealt with now exceeds the number of new cases and this gives us reassurance that the backlog will continue to fall. We note that this improvement has been achieved at the same time as significant savings are being found. Credit must go to the service for this.

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Given this improvement it is no longer necessary for this working group to continue to meet. We feel that the situation should nevertheless be monitored going forward and we suggest that this is done through a regular report to the Planning Committee. We expect also to see an improvement in the rate of enforcement cases resolved in 12 weeks by the Authority. We suggest that the national league table for this measure is also reported to the Planning Committee when available. I am copying Councillor Paul Lloyd, the Chair of Planning into this letter so that he is aware of these proposals.

Legal Support

We were concerned that delays in the legal department may have been causing delays in the enforcement process. We were advised that numbers in the legal department, who had been dealing with these issues, were seen as adequate. We will, however, be seeking further assurance that these numbers be maintained in the medium term to alleviate a log jam. We would ask you to keep an eye on this issue and ensure that the current arrangements continue to work well.

On a related issue we felt that councillors should be informed about legal actions related to planning that are taking place in their wards. We would be grateful if you could look into this.

Publicity for Planning Enforcement

The Panel were unanimous that there should be positive publicity when the Council has been successful in its enforcement action. This would send a clear message to those thinking of bypassing planning laws and reassure the public that the Council is working to protect the environment as it should. We appreciate that any publicity needs to be handled carefully but would ask that you explore this issue and see how it might be improved.

Major Developments Sponsored by National Government

We feel strongly that the Council should not be unfairly disadvantaged for the support that it gives to major schemes led by national government. In these instances we feel that the Council should seek to recoup costs where possible. We would like you to look into this issue.

Householder Advice

We were interested to hear about the Householder Development Advice Surgery provided by planning officers on a Wednesday afternoon. As not all members on the working group were aware of this service perhaps you could arrange for the details to be circulated to all councillors?

Relationship between Planning and Building Control

While we did not discuss this with the officers at the meeting we nevertheless feel that there is merit in exploring this issue further. We therefore intend to raise it as an issue that the Scrutiny Programme Committee may wish to add to its forward work plan.

Your Response

In your response we would appreciate your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to:

- Our proposal that the enforcement backlog is monitored by the Planning Committee
- Our proposal that councillors are kept informed about planning related legal action relevant to their wards
- Our proposal that publicity for successful planning enforcements is improved
- Our proposal that the Council recoups costs associated with government sponsored major development schemes
- Our suggestion that details of the Householder Development Advice Surgery could be circulated to all councillors

Please provide your response by 16 April 2015.

YOURS SINCERELY,

COUNCILLOR DAVID COLE

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Councillor David Cole
Convener,
Planning Services Scrutiny Working Group

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Date / Dyddiad:

13 April 2015

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

Dear Councillor Cole

PLANNING SERVICES SCRUTINY WORKING GROUP – 19 MARCH 2015

I refer to your letter received 26th March 2015 regarding the above.

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

Enforcement Activity

I am pleased that the restructuring and process changes to the enforcement process has brought about an improvement in performance when measured against a number of key PI's and anticipate that the rate of enforcement cases resolved within 12 weeks will improve in due course as the backlog of older complaints is reduced further.

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I share the view of the Working Group that it is important to monitor performance and that this be reported to Planning Committee on a regular basis. In this respect a performance report is presented to Committee on an annual basis in line with the recommendations of the Wales Audit Office and in this respect I have instructed the Development, Conservation and Design Manager to address these issues in the next cycle in August of this year.

Legal Support

It must be acknowledged that the Head of Legal, Democratic Services and Procurement has sought to address the resource issues dedicated to Planning Services despite current budgetary pressures. This area of work is, however, resource intensive and can raise unforeseen pressures as circumstances arise. In this respect officers within the respective Service areas have worked closely together to identify how best to address these issues and I anticipate this process will continue as we move forward.

In this respect it is anticipated that, as the enforcement backlog begins to reduce further, the Authority will progress with a number of prosecution cases. I have instructed, therefore, the Development, Conservation and Design Manager to put processes in place to ensure that the relevant Ward Councillors are briefed in accordance with the recommendation of the Working Group.

Publicity for Planning Enforcement

I share the view that positive publicity of enforcement activity could provide benefits particularly in terms of promoting improved public understanding of what is a complex process and public perception. This may also go some way to reducing breaches of planning control as a consequence.

Proposed changes to the planning and enforcement system in Wales as part of the Wales Planning Bill provide an opportunity to promote this and I have asked the Development, Conservation and Design Manager to progress this matter as appropriate.

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Major Developments

The significant resource issues associated with responding the applications for Nationally Significant Infrastructure Projects such as the Tidal Lagoon, are well recognised and have been raised with Welsh Government. Similar concerns have been raised by the Authority regarding the proposed tier of Strategic Developments to be dealt with by Welsh Government and introduced as part of the Wales Planning Bill.

I would hope that this issue will be addressed in a practical way, however, in the meantime officers continue to negotiate voluntary Planning Performance Agreements with such developers in an effort to recoup at least part of the associated costs to maintain an appropriate level of service in this respect.

Householder Advice

The Authority introduced a fee for the provision of pre-application advice in respect of most forms of development on 1st April 2015. Advice to householders on alterations or extensions to their properties and developments within the curtilage of dwellings, however, is provided free of charge.

This service also includes the provision of a Householder Development Surgery held each Wednesday afternoon in the Civic Centre, Swansea. This service is provided to householders only (not agents) on an appointment basis and can be arranged by ringing the following telephone number Tel. 01792 635701

Details of this service are available on the Council's public website via the following link: <http://www.swansea.gov.uk/preapp>.

I appreciate that some Councillors may not be fully aware of this service and the changes recently introduced and I will ensure that this information is circulated to all Councillors in a timely manner.

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

Yours sincerely



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

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

BY EMAIL

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30 April 2015

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Enterprise, Development & Regeneration following the meeting of the Committee on the 13th April 2015. It reflects on the question and answer session held with the Cabinet Member about their portfolio responsibilities, including Civic Centre and St David's Site Marketing, City Centre Strategic Framework Review, the Kingsway, Culture, Libraries and Special Events.

Dear Councillor Francis-Davies,

Cabinet Member Question Session – 13 April

Thank you for your attendance at the Scrutiny Programme Committee on 13 April 2015, answering questions on your work and for submitting a detailed report ahead of the meeting. This report helped to provide a focus for the session and explore priorities, actions, achievements and impact, in relation to your areas of responsibility.

We are writing to you in order to reflect on what we learnt from the discussion, share the views of the committee, and raise any outstanding issues / actions for your response. The main issues discussed are summarised below:

Civic Centre and St. David's Site Marketing

We asked you to outline the thinking behind the marketing of these sites. The committee noted that this was a key part of the City Centre Strategic Framework. You explained the outcomes sought, including increasing the number of people working and living in the city centre.

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We heard that the Civic Centre site was considered to be the number one site of Welsh national priority, and was identified within the City Region as integral to achieving a vibrant city centre, to benefit both Swansea and the region, with a mix of leisure, shopping, eating, and living space that will improve the city centre offer and quality of environment.

The committee asked about which areas of the city centre could provide additional living space. We acknowledged that the expansion of Swansea University would inevitably lead to an increase in demand for student accommodation and many may desire to live in the city centre. However, we felt that there was a need for additional accommodation within the city centre other than exclusively for students or as social housing stock.

You mentioned that significant interest has been shown by developers and as part of the procurement process proposals would be coming forward for consideration. You reiterated however that the offer must be right for the city, rather than accepting development at any price. There was some concern from the committee about the current state of the economy and how we could obtain the best price for the site. You argued that we should have confidence about what we have in Swansea, and the Bay was unquestionably a fantastic site, and the development of the St David's site was long overdue.

We also queried the relocation of the central library and the archives service. You considered the library to be an important anchor for city centre footfall, and cited Norwich as a particularly good example. With regard to the archives service we heard that you were looking at a developing a partnership in order to provide a service jointly with the University and Carmarthen Council. We noted that a location was being discussed, although much of the service is accessed on-line, and consideration was being given to those who will need access to primary source material.

City Centre Strategic Framework Review

With regard to the City Centre Strategic Framework Review we noted that there has been wide ranging consultation on the quality and future of the city, and would be grateful if you could share the results of that consultation with the committee. We suggested that this should be available to all councillors.

We also talked about the plans for a business district on the Kingsway and what you meant when you referred to 'meaningful' office locations in the city centre core. You clarified that there was a particular aim to increasing office space in the City Centre and the Kingsway has been identified as an area with the greatest potential. You stated that this offered the opportunity for purpose built office space, as opposed to utilising / adapting existing buildings. We were told that the authority is looking at a purchase of the Oceana site for this purpose.

With regarding to supporting business elsewhere we noted progress at Felindre towards the establishment of a Business Park. Whilst this scheme looks very promising committee members wanted to bring to your attention some concern that members of the public have raised about access and safety around the roundabout off Junction 46 of the M4.

Kingsway

We asked about the current situation with the Kingsway with the erection of barriers following the recent accident. Assuming that this is a temporary measure committee members highlighted the need for a proper and holistic solution to improve safety along the Kingsway taking into account the needs of pedestrians, cyclists as well as retailers, looking at experiences and examples elsewhere to identify innovative solutions. At the moment the barriers reinforce the appearance of the road as a no go area for pedestrians, and for businesses. You shared our concerns and agreed that a thriving city centre depended on safe access to and through the city. We acknowledged that you would work closely with the Cabinet Member for Environment & Transport in developing solutions that will benefit the city centre. You felt that a better public transport system was an important factor.

City of Culture / Creativity

We were interested in specific activities in relation to this. Of course Swansea missed out on the City of Culture to Hull last time around. You were keen that Swansea bid again, subject to finance and other priorities, but you were particularly proud of the cultural offering, and emphasised the importance of culture and arts in the development of Swansea as a city.

We asked about the Grand Theatre and whether there were plans to review entrance fees. You highlighted that the Theatre was already highly subsidised, and the key to the success of the Theatre was not necessarily the cost but the quality of the programme of performances and its appeal to a range of audiences. We were told that you were working closely with the management team on this.

Libraries

You were asked about progress with the review of library service, as it has been some time since a review was announced. We noted that you had asked for further work to be carried out as part of the review to ensure the review is thorough. You stated that the conclusion of the review was anticipated during the summer.

Special Events

The committee praised the quality of road races already established in Swansea, including the first half marathon which took place last year. On the back of this success we suggested that we should be looking at the feasibility of holding a marathon in Swansea. You agreed that this was worth pursuing and that thinking has already been done about possible attractive routes around the city taking in the most scenic locations, including the marina and bay.

Science City

The committee asked about what this meant in practical terms for the city. You clarified that this was about developing a strategic alliance with the city's two universities with close working and collaboration to support a knowledge economy, innovation, research and development in Swansea. You informed us that a concordat had already been signed with the University of Wales Trinity Saint David and a further agreement was in the pipeline with Swansea University.

Your Response

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

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

Yours sincerely,



COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

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	<i>Your Ref</i> <i>Eich Cyf:</i>	
	<i>Date</i> <i>Dyddiad:</i>	6 May 2015

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Transformation & Performance following the meeting of the Committee on the 13th April 2015. It reflects on the question and answer session held with the Cabinet Member about their portfolio responsibilities, including Corporate Culture, Sustainable Swansea, Commercialism, ICT / Digital Inclusion, and Sustainable Development. It includes conclusions and proposals for the Cabinet Member.

Dear Councillor Lloyd,

Cabinet Member Question Session – 13 April

Thank you for your attendance at the Scrutiny Programme Committee on 13 April 2015 answering questions on your work, and for submitting a written report ahead of the meeting. Your report provided a focus for the session and helped us to explore priorities, actions, achievements and impact, in relation to your areas of responsibility.

We noted that a large amount of your time since becoming Cabinet Member in September had been spent working on the Sustainable Swansea Programme and the budget. You stated that exciting projects were taking place despite the difficult financial circumstances. We are writing to you in order to reflect on what we learnt from the discussion, share the views of the committee, and raise any outstanding issues / actions for your response. The main issues discussed are summarised below:

Corporate Culture

Amongst your various responsibilities, you highlighted work being undertaken to improve and develop the culture of the organisation and encourage innovation. We noted the establishment of an Innovation Programme and an

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Innovation Community to support the corporate change agenda. As you know one of our Panels is currently undertaking an inquiry on how service delivery can always be supported by a 'can do' culture. This inquiry will be reporting shortly, however committee members who are part of this Panel commented positively on some of things they have seen and heard from the evidence gathering.

You also highlighted efforts in making corporate documents, including performance reporting, more accessible. You were particular pleased with the new reduced Corporate Plan, focused on delivering five priorities.

Sustainable Swansea – Fit for the Future

You mentioned that you had oversight of the commissioning reviews being undertaken, following the recently approved budget, as part of the Sustainable Swansea Programme. There was some concern from the committee that, other than where scrutiny councillors have been proactive in seeking information about relevant services, it was not clear how non-executive councillors were being involved in these reviews, as well as considering the views of service users.

You confirmed that relevant Cabinet Members were responsible for scoping and undertaking specific reviews in conjunction with relevant Directors and Heads of Service. You agreed that input from scrutiny councillors was important to the quality of these reviews and would ensure that this is encouraged.

Your report provided some information about the impact of budget savings on staffing over the last 2 years. The committee asked if you were able to provide any indication of the picture across the council for the coming year, including schools in view of the 5% savings they have to make.

Commercial Council

You mentioned the approach to promoting a more commercial council – soon to be reported to Cabinet. You highlighted the need for the council to seize opportunities to generate income and be risk aware rather than risk averse. You mentioned that this work was in its early stages, and stressed that this was not an overnight process but very much part and parcel of the cultural changes that are being developed to ensure a sustainable council and sustainable services, at a time when budgets are being reduced.

We asked whether there was any learning from the experience of the Mid and West Wales Fire Authority, which has recently taken action to explore opportunities for income generation. We also suggested that consideration could be given to explore opportunities for income generation or budget saving through collaboration with other public bodies, e.g. providing services to or sharing services with organisations such as the DVLA.

There was some concern about expecting people to pay more every year for services (some of which may be diminishing) however you argued that people would be happy to pay for the right service. You stated that there is an increased focus on measuring customer service, demand management and better contact with and feedback from customers. We heard that the authority was in the process of appointing a Customer Services Manager and you admitted that in some areas of the council customer service could be improved. We look forward to hearing more about progress.

ICT / Digital Inclusion

You also spoke about developing a progressive digital culture and referred to the report which you took to Cabinet in November 2014 on the future of ICT provision and transition arrangements with Capgemini. You stated that you were committed to delivering services that were easy to access and cost effective. You referred to sessions in communities for the public to learn ICT skills as well as training staff to assist customers to access the council on-line. We talked about rural deprivation and you acknowledged the importance of public services (for example libraries) which can help support digital inclusion in such areas.

Sustainable Development

We received a question from a member of the public linked to your responsibilities for sustainable development and future generations. The question was from someone whose local company was involved in the sustainable reuse / recycling of waste electrical and electronic equipment and he wanted to know whether you would be embarrassed if a Swansea company were to establish itself in Spain, before Wales. You agreed, however, you highlighted that the Authority has led the way in Sustainable Development, which the Welsh Government has recognised. You referred to the work in respect of a district heating scheme and efforts to make Sustainable Development part of Local Authority's day to day thinking. You also made reference to introducing a balanced scorecard to ensure a more balanced view of organisational performance. You stated that you would be happy to meet the questioner to discuss any specific issues further.

We asked you about the financial benefits of sustainable development and you gave the example of the design of school buildings incorporating energy efficiency measures leading to reduced costs.

We queried the latest position with regard to the introduction / implementation of the Wellbeing of Future Generations Bill, particularly the implications on the authority. Could you tell us about your role in taking this work forward in Swansea? Although the committee has set up a Sustainability Working Group to discuss things in more detail a short summary of your role would be helpful to the committee in your response to this letter.

Your Response

In your response we would appreciate your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to:

- The involvement of non-executive councillors and the public in Sustainable Swansea commissioning reviews;
- The current picture in relation to the impact of budget savings on staffing;
- What has been learnt from examples elsewhere to inform our new commercial approach;
- Our suggestion about collaboration with other public bodies in developing commercial opportunities; and
- Your role within the Cabinet in relation to the Wellbeing of Future Generations Bill.

Please provide your response by 27 May. We will then include both letters in the agenda of the next available committee meeting.

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

Yours sincerely,



COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

✉ cllr.mary.jones@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mary Jones
Chair, Scrutiny Programme Committee

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

Councillor Clive Lloyd
(01792) 637428

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Cyf:
Date / Dyddiad:

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CL/SH
SPC/2014-15/16
20 May 2015

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

Dear Councillor Jones

CABINET MEMBER QUESTION SESSION – 13 APRIL

Thank you for your letter dated 6 May 2015 regarding the above.

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

Sustainable Swansea – Fit for the Future

- ***Involvement of Non-executive councillors and the public in Sustainable Swansea Commissioning Reviews*** – the process agreed for undertaking Commissioning Reviews sets out the requirement to invite one or more Scrutiny Members to participate in each Review. I am aware that invitations may not have been sent out in timely manner for the first two Reviews, although there were Councillors at the Business Support Review workshop on 29 April 2015. I have asked that attendance for future events is agreed at an earlier stage. I would welcome views from Scrutiny about how else they would wish to be engaged in these important Reviews.

**COUNCILLOR/Y CYNGHORYDD
CLIVE LLOYD**

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In relation to the public, each Review is required to demonstrate that they have obtained and taken account of the views of service users, residents groups and other interested parties. The Gateway process that we have introduced as a quality assurance for Reviews will ensure that this is done

- **Impact of Budget Savings on Staffing** - The original number of "posts at risk" included the Cabinet Report in December 2014 was 64.

The current number is 22. The reduction has been a result of the following factors;

- Redeployment
- Reduction in hours
- Using vacant posts
- Flexible Retirement
- Deferring of the proposal to reduce posts in the School Crossing Patrol Service; Pontarddulais Sports Facility; Music Service and Youth Clubs

It should be noted that options for Plantasia are still being considered. However, because of the uncertainty, some staff have put themselves forward for redeployment opportunities and 2 are in trial periods. This means that there are 8 staff remaining at Plantasia.

With regards to the 14 other staff at risk, redeployment opportunities are currently being explored.

There have been 5 compulsory redundancies. However, it should be noted that a) redeployment opportunities were explored for these members of staff and b) none of these staff appealed against the redundancies.

Finally, regular meetings with the Trade Unions are still taking place regarding posts at risk and early retirement/voluntary redundancy with data being shared with them on a regular basis.

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Commercial Council

- ***What has been learnt from examples elsewhere to inform our new commercial approach*** – Swansea has taken a proactive approach to becoming a commercial Council by appointing a Commercial Team (now an integrated part of the Commercial & Commissioning Unit) and gaining Cabinet approval for an Authority-wide Charging Policy (attached) in April 2014. The first Welsh Authority to do so, we have been able to spend time learning from examples – both positive and negative – set by English Authorities (such as Nottingham City Council) and other Public Bodies who were affected by budget cuts before those of us in Wales. Initial benchmarking on charging and trading established a core set of data on Swansea's charges in comparison with all Welsh Authorities and a small range of those in England; this will now be updated on a yearly basis with the aim for this to become a publically visible document as per the example set by Oxford City Council.

The team regularly spend time researching examples to inform our approach. This is done through liaison and networking with other Authorities including peer review feedback, nationwide conferences and events, case studies and learning materials from organisations such as CIPFA, LGA and APSE, and direct work with organisations such as Social Firms Wales and Mutual Ventures. This is done on a case by case basis at present in order to ensure learning is directly relevant to the direction of travel services are seeking our support with. Members may be interested to review the following examples:

- Norse Group (Norfolk initially, now used by multiple Authorities)
http://www.ncsgrp.co.uk/local_authority_partnerships.htm
- Solutions SK (Stockport)
<http://www.solutionssk.co.uk/>
- Public Power Solutions (Swindon)
<https://publicpowersolutions.co.uk/>
- Kent Legal (Kent)
<http://www.kent.gov.uk/business/kent-legal-services>
- Monwel Signs & Services (Blaenau Gwent)
<http://www.monwel.com/>

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- Essex Cares (Essex)
<https://www.essexcares.org/>
- Beacons Creative (Powys)
<http://www.beaconscreative.co.uk/beacons/>
- ***Your suggestion about collaboration with other public bodies in developing commercial opportunities*** - Currently there are very few Welsh examples to draw on and we hope that Swansea will be a leader in this respect in our innovative approach. Rescue 365 – the Community Interest Company established by Mid & West Wales Fire Authority – is an exciting development which has been picked up with respect to a proposed partnership around training opportunities which is currently being explored by our Corporate Health, Safety & Wellbeing Service. We also hope to build stronger ties with both Universities, the DVLA (as mentioned in the Scrutiny letter) and ABMU, as well as our neighbouring Authorities and health boards within the City Region.

We believe that there will be many opportunities for collaboration, joint working, shared services and to trade with Public Bodies, businesses, and members of the public (with appropriate legal structures in place). Again this is informed by examples seen elsewhere and we hope to be able to take advantage of the opportunities presented by our locality's strong Public Sector presence. This is very much the focus of our work this year and we will be able to report regularly on progress via the Commercial Panel's quarterly reports to Executive Board from June onwards. Some of the questions we have identified to inform our approach are:

- Which projects tie into our vision for our 'place' (corporate priorities, economic regeneration programmes etc.)?
- What are our strengths? And our weaknesses?
- What is there a market for – both to sell and to buy?

Understanding our market and Swansea's place within it will be key to future commercial success; this can be seen in multiple English Local Authorities who are further down this path.

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We have developed our own bespoke toolkit which is used to analyse opportunities which we expect to evolve over time as we build our expertise; we are adding to this by pulling on knowledge, skills and experience from Councils such as Nottingham, Bournemouth, Sandwell and others. While our Commercial Strategy continues to evolve, it will be essential that we maintain our focus on targeting the projects that will afford the greatest value for money for our residents. We are already seeing other Authorities asking us for support, guidance, and networking as we are gaining a positive reputation for our approach, and we look forward to continuing to drive forward innovation as a Commercial Council.

Sustainable Development

- ***My role within the Cabinet in relation to the Well-being of Future Generations Bill*** – The Bill was enacted on 17th April 2015 and Welsh public sector bodies will be subject to the duties in the Act from 1st April 2016. The Act provides a framework for how local government and the rest of the public sector in Wales do business. It sets out seven Well-Being Goals for Wales, establishes a Well-Being Duty on public bodies to set objectives that contribute to these goals and places a duty on each public body in Wales to carry out sustainable development.

The Act also establishes arrangements for Public Service Boards, and local government scrutiny arrangements to review the actions of the PSBs.

As a result of the new Act, the Council to make decisions and act in a manner which seeks to ensure that the needs of the present generations are met without compromising the ability of future generations to meet their own needs. To do this, Council services must take account of the long-term, integration, involvement, collaboration and prevention elements of the sustainable development principle.

As the legislation sets out a principle framework for the Welsh public sector, it will require a transformational Council response that considers behaviours and culture as well as procedures and systems. As Cabinet Member for Transformation and the portfolio lead for Future Generations and sustainable development, I provide political leadership for this legislation on behalf of the Council.

COUNCILLOR/Y CYNGHORYDD

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I play a key role, working with officers and members to set the strategic direction for this agenda and developing a work programme to prepare the Council for the Act, when it comes into force in April 2016.

It is key that the sustainable development principle and the achievement of our well-being objectives are not seen as additional work, but are central to the way that we transform our business. As such whilst I act as the political lead for the Council for the Well-Being of Future Generations, all Cabinet Members will be responsible for implementation of sustainable development in their own portfolio areas.

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

Yours sincerely



COUNCILLOR CLIVE LLOYD
CABINET MEMBER FOR TRANSFORMATION & PERFORMANCE

COUNCILLOR/Y CYNGHORYDD
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CITY AND COUNTY OF SWANSEA
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To:
Councillor Jennifer Raynor
Cabinet member for education

Please ask for:
Gofynnwch am: Michelle Roberts

Scrutiny Office Line:
Llinell Uniongyrochol: 01792 637256

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

Date
Dyddiad: 11 May 2015

Dear Cllr Raynor

Education Inclusion Scrutiny Inquiry Panel

We have met a number of times over the last couple of months to gather evidence for our inquiry into the EOTAS service and we plan to forward our full report to you in late summer. But in the meantime, given that many of the proposed reconfigurations to the service may be implemented in September, we feel that we need to forward a couple of the more urgent recommendations to you so that these can be considered before the end of this summer term so they can influence any changes in September.

We have spoken to a number of people including the Headteacher at Pentrehafod Comprehensive School who raised some concerns with us around the involvement and consultation of (in particular) Comprehensive Schools in the proposed changes to the EOTAS service. He felt that the majority of Heads across Swansea have concerns about the EOTAS service as it stands particularly in relation to the outcomes being achieved by young people. Also about the proposed reconfiguration which he believes will result in a big increase in children being excluded from school.

Recommendation 1: The Panel recommend that you and/or relevant officers meet with some of the Headteachers in Comprehensive schools across Swansea, and in particular those in more the deprived areas where the majority of EOTAS children originate starting with Pentrehafod Comprehensive School to discuss their particular concerns about the provision and the reconfiguration of the service in their capacity as education professionals.

The Panel also felt that more work should be done looking at good practice models elsewhere to ensure that we have considered all options and are using the absolutely right model for Swansea.

Recommendation 2: The Panel would therefore recommend that you and the relevant officers speak to other councils about their models of service provision including the alternative model used in Ceredigion.

Yours sincerely

Councillor Cheryl Philpott
Education Inclusion Scrutiny Inquiry Panel
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City And County Of Swansea

Dinas A Sir Abertawe

Councillor Clive Lloyd
Cabinet Member for Transformation
and Performance

cc. Councillor Will Evans
Cabinet Member for Anti-Poverty

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Scrutiny

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15 June 2015

Summary: This is a letter from the Sustainability Scrutiny Working Group to the Cabinet Member for Transformation and Performance following the meeting of the Group on the 9 June 2015. It is about sustainability and in particular the issue of food security.

Dear Councillor Lloyd,

Sustainability Scrutiny Working Group – 9 June 2015

This letter outlines our discussion and informs you of our plans for scrutiny in relation to the recent work that we have completed into Sustainability in Swansea. Thank you for attending our meeting on the 9 June where you and officers presented us with the detailed further information that we requested. We used this as the basis for our discussion.

Although the report covered wider issues in relation to sustainability we mainly focused on food security at this meeting. We found the information you provided very informative but after our discussion we found we still had many questions that will require us to do a bigger piece of work, possibly even an in-depth inquiry in order to answer those questions. We will therefore forward this letter to the Scrutiny Programme Committee to consider this request.

In summary, the main issues we discussed and hope to investigate further include:

1. How we build stronger resilience into our food supply chain in Swansea (moving away in part from the 'just in time' model). We would also like to consider whether food security should form part of the authorities resilience planning.
2. How to reduce the length of food chains in particular in relation to key food items.
3. Procurement practices including ensuring using the right balance of local growers/providers

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4. More local food growing encouraged (given that agriculture in Wales has reduced by 10% in the last 10 years)
5. Encouraging individuals and communities to grow more, eat healthier and buy local, seasonal produce including
 - Education, schools and communities first actions
 - Planning, the LDP and the availability of growing space and allotments
6. The benefits of local growing in relation to health, wellbeing and community cohesion including the issue of food poverty in deprived areas
7. The role of the local authority in the leadership and facilitation of this agenda with both the public and private sector.
8. Our longer term plans and aspirations in this area including looking at future generation implications.

Your Response

We do not require a response to this letter but if the Scrutiny Programme Committee agrees with us that further work is required we will contact you for your further input over the coming months.

Yours sincerely,

Councillor Anthony Colburn

Convener, Sustainability Scrutiny Working Group

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Report of the Chair

Scrutiny Programme Committee – 13 July 2015

PUBLICATION OF WALES AUDIT OFFICE ANNUAL IMPROVEMENT REPORT (INCORPORATING THE CORPORATE ASSESSMENT REPORT 2014) – COMMENTS ON SCRUTINY

Purpose	This report alerts the committee to the recent publication of the Wales Audit Office Annual Improvement Report, which incorporates the Corporate Assessment Report 2014.
Content	This report summarises what the audit report says about scrutiny.
Councillors are being asked to	<ul style="list-style-type: none"> Consider the findings of the Wales Audit Office report in relation to scrutiny
Lead Councillor(s)	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer	Dean Taylor, Director – Corporate Services
Report Author	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk

1. Introduction

1.1 The Wales Audit Office published its Annual Improvement Report (incorporating the Corporate Assessment Report 2014) for the City & County of Swansea on 24 June 2015. This work has involved looking at the governance arrangements in the authority, including scrutiny.

1.2 Overall 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.

1.3 One of reasons for this is that the Auditor General has found that:

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

1.4 Although the audit report will be discussed by Council in July it is important for the committee to recognise what the report says about scrutiny.

2. Comments about Scrutiny

2.1 It should be noted that the Auditor General has not found cause to make any formal recommendations for improvement. He has made four proposals for improvement however none relate directly to scrutiny.

2.2 Specific sections within the audit report that refer to scrutiny are detailed below (*paragraph numbers in the audit report are cited*):

a) Cabinet Members are held to account through a number of mechanisms

15 The Council has clear mechanisms for holding Cabinet Members to account.... 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.

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

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.

c) 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 undertake 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.'

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

66the 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.

3. Legal Implications

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

4. Financial Implications

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

Background Papers: None

Legal Officer: Tracey Meredith

Finance Officer: Paul Cridland

FOR INFORMATION

This report provides the Audit Committee work plan to May 2016.

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

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

The Scrutiny Work Programme is also reported to the Audit Committee.

At least once a year respective chairs will attend in order to discuss work programmes and effectiveness.

AUDIT COMMITTEE WORKPLAN 2015/16

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