

# CITY AND COUNTY OF SWANSEA

## NOTICE OF MEETING

You are invited to attend a Meeting of the

## SCRUTINY PROGRAMME COMMITTEE

**At:** Committee Room 3A, Guildhall, Swansea

**On:** Monday, 10 August 2015

**Time:** 4.30 pm

Summary: This is the agenda pack for a meeting of the Scrutiny Programme Committee taking place on the 10<sup>th</sup> August 2015. The main items are a question and answer session with the Cabinet Member for Services for Children & Young People, the Child & Family Services Scrutiny Performance Panel, and Scrutiny Councillor Support and Development. Background reports are included.

## AGENDA

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- |          |  |                |
|----------|--|----------------|
| <b>1</b> | <b>Apologies for Absence.</b>  |                |
| <b>2</b> | <b>Disclosures of Personal &amp; Prejudicial Interest.</b>   | <b>1 - 2</b>   |
| <b>3</b> | <b>Prohibition of Whipped Votes and Declaration of Party Whips.</b>  |                |
| <b>4</b> | <b>Minutes:</b><br>To approve and sign as a correct record the Minutes of the Scrutiny Programme Committee held on 13 July, 2015.                        | <b>3 - 8</b>   |
| <b>5</b> | <b>Cabinet Member Question Session: Cabinet Member for Services for Children &amp; Young People.</b><br><i>(Councillor Christine Richards attending)</i> | <b>9 - 43</b>  |
| <b>6</b> | <b>Scrutiny Performance Panel Progress Report - Child &amp; Family Services.</b><br><i>(Councillor Paxton Hood-Williams attending)</i>                   | <b>44 - 47</b> |
| <b>7</b> | <b>Scrutiny Councillor Support and Development.</b>  | <b>48 - 53</b> |
| <b>8</b> | <b>Scrutiny Work Programme 2015-16.</b>  | <b>54 - 81</b> |
| <b>9</b> | <b>Membership of Scrutiny Panels and Working Groups.</b>   | <b>82 - 83</b> |

**10 Scrutiny Letters:**

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	Activity	Meeting Date	Correspondence
a.	Attainment & Wellbeing Inquiry Panel (follow up)	11 Jun	Letter to / from Cabinet Member for Services for Children & Young People
b.	Economic Inactivity Inquiry Panel (follow up)	24 Jun	Letter to Cabinet Member for Enterprise, Regeneration & Development
c.	Committee	13 Jul	Letter to Leader

**11 Feedback from Recent Scrutiny Events.****12 Upcoming Scrutiny Events.****13 For Information: Audit Committee Work Plan.**

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**14 Date and Time of Future Committee Meetings for 2015/16 Municipal Year (all at 4.30 p.m. except where noted):**

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

**15 Date and Time of Upcoming Panel / Working Group Meetings:**

Topic	Approach	Date	Time	Venue Civic Centre (CC) Guildhall (GH)
Child & Family Services	Performance Panel	10 Aug	2.00 pm	Committee Room 6 (GH)
Service Improvement & Finance	Performance Panel	12 Aug	1.30 pm	Committee Room 3A (GH)
Schools	Performance Panel	13 Aug	4.00 pm	Committee Room 3B (GH)
Transformation of Adult Social Services	Panel	24 Aug	2.00 pm	Committee Room 3B (GH)
Public Engagement	Inquiry Panel (follow up)	25 Aug	11.00 am	Committee Room 3A (GH)
School Governance	Inquiry Panel	8 Sep	4.00 pm	Committee Room 6 (GH)
Schools	Performance Panel	10 Sep	4.00 pm	Committee Room 3B (GH)
Local Service Board	Performance Panel	14 Sep	2.00 pm	Committee Room 4 (GH)
Schools	Performance Panel	21 Sep	4.00 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:**

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**Patrick Arran**

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

**Tuesday, 4 August 2015**

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**Contact: Democratic Services - 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 1, CIVIC CENTRE ON MONDAY,  
13 JULY 2015 AT 4.30 PM

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

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

**Also Present:**

B Madahar - Scrutiny Co-ordinator  
W Parkin - Senior Lawyer

6 **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors P M Meara, G J Tanner, G Owens, and co-opted members Mr D Anderson-Thomas and Mrs S Joiner.

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

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

8 **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.

9 **MINUTES.**

**RESOLVED** that the minutes of the Scrutiny Programme Committee meetings held on 13 April, 2015, and 19 May, 2015, be agreed as correct records.

10 **ROLE OF THE SCRUTINY PROGRAMME COMMITTEE.**

The Chair presented a report to ensure understanding about the role of the Scrutiny Programme Committee. The role of the Programme Committee and Scrutiny Conveners was outlined. The terms of reference were attached as an appendix.

11 **CABINET MEMBER QUESTION SESSION:**

a. **Leader of the Council (chair of Cabinet)**

The Committee took the opportunity to question Councillor Rob Stewart, Leader of the Council (chair of Cabinet).

The questions session focused on Councillor Stewart's role as Leader, in terms of priorities, actions, achievements and impact. A separate meeting has been planned for December to explore Councillor Stewart's specific Finance & Strategy portfolio responsibilities.

Councillor Stewart was invited to make any opening remarks before taking questions from the committee.

The question session led to discussion of the following:

- The current challenging financial position and projections
- Outcomes from recent inspections (Wales Audit Office, Estyn, CSSIW)
- Plans for a council housebuilding programme
- Anti-poverty work
- Major projects e.g. Tidal Lagoon, University expansions
- Development of the City Region and benefits
- Progress with the marketing of Civic Centre and St. David's sites
- Interface with the Local Health Board
- Local Service Board – opening meetings up to the public from July onwards
- Relationship between scrutiny and cabinet advisory committees and respective roles
- The scrutiny work programme and relationship between scrutiny and cabinet
- The Cabinet Forward Plan
- Leader's programme of visiting all wards
- Learning from elsewhere
- Challenges in the next 12 months (including financial, joint working ahead of formal local government reorganisation)
- Expectations for the year ahead (including progress on city centre development, continuation of rebuilding schools programme, completion of commissioning reviews, developments in housebuilding, creation of a more commercial council, innovation)

The Chair referred to a question submitted by a member of the public via Twitter which asked about "action being taken on crisis in elderly care, respite and emergency being moved out of county and the private sector overwhelmed". The Leader stated that he would provide a full response in writing however spoke about the council's transformation of adult social services and commitment of resources to supporting independent living. He talked about the value of newly appointed Local Area Coordinators as part of investment in prevention, as well as the collaborative working under the Western Bay Health & Social Care programme.

The Chair thanked the Leader for his attendance.



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

12 **FINAL SCRUTINY INQUIRY REPORT: CORPORATE CULTURE**

Councillor Andrew Jones, Convenor of the Corporate Culture Scrutiny Inquiry Panel, presented the final report and sought approval for its submission to Cabinet. The inquiry looked at how the council can ensure that service delivery is always supported by a can do culture.

Councillor Andrew Jones detailed the aims of the inquiry, the evidence considered and the conclusions and recommendations. He highlighted the importance of staff inductions and getting feedback as well as tackling the blame culture. He also pointed to the enthusiasm and ambition of staff from the evidence gathered.

The Committee debated the report and asked questions of Councillor Andrew Jones who responded accordingly.

The Committee thanked the Panel for its work and agreed for the report to go forward.

**RESOLVED** that the report proceed to Cabinet.

13 **SCRUTINY PERFORMANCE PANEL PROGRESS REPORT – SERVICE IMPROVEMENT & FINANCE.**

The convener of the Service Improvement & Finance Performance Panel, Councillor Chris Holley, attended to provide a progress report on the work of the Panel and its impact, since the last update to the committee in February. Councillor Holley took over as convener in April and therefore recognised the work prior to this led by Councillor Mary Jones.

Councillor Holley referred to various meetings with Cabinet Members in order to discuss the implementation and impact of budget decisions within their portfolios. He also highlighted some of the issues arising from performance and financial monitoring. The Panel is also keeping a watching brief on future ICT provision and the authority's plans to bring services in-house.

**RESOLVED** that the report be **NOTED**.

14 **SCRUTINY ANNUAL REPORT 2014-15.**

The Chair presented the Scrutiny Annual Report 2014-2015 for agreement. The purpose of the report was to:

- highlight the work carried out by scrutiny
- show how scrutiny has made a difference
- support continuous improvement for the scrutiny function

In particular the report contained a section on feedback and improvement and what we need to change. Taking into account the various improvement activities undertaken over the year, and feedback, the report presented 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

Subject to agreement the annual report would be presented to Council on 23 July 2015.

**RESOLVED** that the report be **AGREED**.

#### 15 **SCRUTINY WORK PROGRAMME 2015-16.**

The chair's report invited the committee to consider the scrutiny work programme for the year ahead, taking into account feedback from the Scrutiny Work Planning Conference held on 8 June.

The report provided the committee with:

- The current work programme
- A plan for future committee meetings
- A progress report on the various existing Panels and Working Groups
- Papers and feedback from the Scrutiny Working Planning Conference

The work programme for 2015/26 included work carried over with because of its importance (e.g. Performance Panels) or because work is incomplete (e.g. Inquiry Panels and Working Groups).

The chair referred to the annual scrutiny work plan conference, which enabled all scrutiny councillors to participate in the identification of potential scrutiny topics, based on relevant advice and feedback from the annual scrutiny survey. This included the importance of looking at the right things e.g. by aligning the work of scrutiny with council priorities. The chair was also concerned that the work programme has appropriate coverage across all cabinet portfolios.

Taking into account feedback from the conference the committee was asked to consider what additional work should be included in the work programme and

method of scrutiny, e.g. potential future inquiry topics. Members considered whether there were any issues that merited referral to existing Performance Panels.

The committee discussed the key issues from the work planning conference and identified the follow as possible areas for inclusion in the scrutiny work programme:

- Building Sustainable Communities – work around this council priority
- Tackling Poverty – work around this council priority
- Procurement
- Corporate Building Services
- Transition from Child & Family Services to Adult Social Services
- Tethered Horses

Consideration was also given to information on future cabinet business provided, for any opportunities for pre-decision scrutiny.

**RESOLVED** that:

- a. the committee work plan be accepted; and
- b. draft proposals for new activities for the scrutiny work programme, based on the committee's discussion, be reported to the next meeting for agreement.

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

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

**RESOLVED** that:

- a. the following changes be agreed:
  - School Governance Inquiry Panel – remove Councillor Lesley Walton; and
  - Service Improvement & Finance Performance Panel – appoint Councillor Chris Holley as Convener
- b. The Child & Adolescent Mental Health Services Working Group (pre-inquiry) identify an interim convener in place of Councillor Hazel Morris who is unlikely to be able to attend meetings for a significant period for health reasons.

17 **SCRUTINY LETTERS.**

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

The committee considered the contents of the letter from the Sustainability Working Group from the Convener, Councillor Anthony Colburn. The Group had held 2 meetings in order to look at current plans, activities and achievements with regard to sustainability and consider how this work is impacting on policies, service delivery

and planning, and whether the authority was planning for the longer term, taking into account specific future risks e.g. food security, climate change, energy supply.

Although the Working Group received information on a range of issues in relation to future trends it focused on a specific example of sustainability around food security. Following discussion the Working Group felt that this merited more in-depth scrutiny and identified a number of issues which could provide a focus for a future scrutiny inquiry.

**RESOLVED** that:

- a. the Scrutiny Letters Log be **NOTED**; and
- b. the issue of Sustainability and Food Security be included in a list of possible future inquiry topics.

18 **FEEDBACK FROM RECENT SCRUTINY EVENTS:**

The Chair referred to the recent publication of the Wales Audit Office Annual Improvement Report (incorporating the Corporate Assessment Report 2014) for the City and County of Swansea. The work involved looking at the governance arrangements within the authority, including the scrutiny function.

Ahead of formal discussion at a meeting of Council, the report to the committee summarised what the audit report said about scrutiny. The committee remarked on the positive comments made in relation to scrutiny practice. It was noted that the report commented on the need to avoid duplication between the work of scrutiny and cabinet advisory committees. It also called for that the early involvement of scrutiny in financial planning, which the Auditor General felt to date has been limited.

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

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

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

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

The meeting ended at 6.02 pm

**CHAIR**

## Report of the Chair

Scrutiny Programme Committee – 10 August 2015

### CABINET MEMBER QUESTION SESSION

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

#### 1. Introduction

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

## 2. Cabinet Member Question Session – 10 August

2.1 The following Cabinet Member will appear before the committee:

- a) Councillor Christine Richards – Cabinet Member for Services for Children & Young People

Within this Cabinet portfolio, Councillor Richards is responsible for:

- a. Child & Family Services
- b. Play
- c. Youth Services & Promoting Youth Inclusion
- d. Early Intervention/Prevention
- e. Youth Offending Service
- f. Youth Citizenship
- g. Opportunities for Young People
- h. UNCRC Champion
- i. NEETS (Link with Education)
- j. Regional Adoption Service
- k. Children & Young People Board
- l. Continuum of Care
- m. Safe Looked After Children Reduction Strategy
- n. Flying Start
- o. Lead elements of Sustainable Swansea.

2.2 The Cabinet Member has provided some written information in relation to her portfolio objectives to help the committee focus on priorities, actions, achievements and impact (see **Appendix 1**).

This includes:

- Objectives / Progress for 2015/16
- Families First:
  - Programme Report Card
  - Case Study
- Flying Start:
  - Improvement Objectives
  - Outcomes
  - Case Study

## 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 Richards**

4.1 The committee last met with Councillor Richards in December 2014.

Amongst the issues discussed with her over the last year included:

- Play Sufficiency Assessments
- Youth Support Services
- Youth Offending Service
- UNCRC - Draft Children & Young People's Rights Scheme
- Proposed School Land Sales / Children's Rights

The committee may wish to follow up on these, as necessary.

#### **5. Other Questions**

5.1 For each Cabinet Member Q & A Sessions the committee invites members of the public and other scrutiny councillors (not on the committee) to suggest questions. The following have been received:

- Is this Council confident that everything is being done to ensure that vulnerable young people are being protected against gangs who might want to sexually exploit them? (from Cllr Linda Tyler-Lloyd)

**6. Legal Implications**

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

**7. Financial Implications**

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

Background Papers: None

Legal Officer: Tracey Meredith  
Finance Officer: Carl Billingsley



Cabinet Member for Services for Children and Young people

Objectives and progress against these for 2015/16:

Objective	Action & delivery	How will progress be monitored?	Review of Progress
<b>Corporate Objectives</b>			
Effectively deliver the Safe LAC Reduction Strategy  Page 13	<ul style="list-style-type: none"> <li>• Continue to reduce the numbers of Looked After Children safely</li> <li>• Undertake the Townhill care continuum pilot</li> <li>• Ensure effective delivery of the Council's Corporate Parenting Forum and role</li> <li>• Development of a three year budget strategy for Child and Families and Early Intervention services</li> <li>• Set up and review the DV HU</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Review of LAC Strategy March 2016</li> <li>• Pilot reviewed February 2016</li> <li>• Regularly review the role and effectiveness of the Council's Corporate Parenting function with the Leader</li> <li>• Three year budget strategies produced by October 2015</li> <li>• DV Hub review February 2016</li> </ul>	<p>In June this year the number of children looked after in Swansea reduced to 502, the lowest since 2008/9. The numbers of children looked after in residential settings has reduced to 37 (June 2014, 48 – June 2013, 59) and more children are being looked after by Foster Swansea than in IFA provision</p> <p>Care continuum pilot is being worked up now – scoped over the next 2 months.</p> <p>Revised strategy for Corporate Parenting is being drafted and will be consulted on.</p> <p>The three year financial strategy is in place and is in its second year of implementation. The strategy is for review in October 2016. Child and Family Services cost £3m less in 2014/15 than two years ago.</p>

<p>Ensure children and young people remain a priority in cross-Council work</p>	<ul style="list-style-type: none"> <li>§ Revitalise the CYP Board and Plan</li> <li>§ Continue to embed the UNCRC into the Council's business</li> <li>§ Ensure effective participation by children and young people and undertake Big Conversation programme</li> <li>§ Ensure the delivery and success of the Youth Progression and Engagement Framework in the reduction of NEETS including a co-ordinated response with YOT</li> </ul>	<ul style="list-style-type: none"> <li>§ CYP Plan reviewed and agreed by Council by October 2015</li> <li>§ Annual Report on UNCRC scheme produced and approved at Council by December 2015</li> <li>§ Big Conversation programme taking place and events regularly reported to Council</li> <li>§ Reduction in the number of NEETs in December 2015</li> </ul>	<p>Revised CYP Board has been established.</p> <p>CYP Plan being developed being driven by the UNCRC</p> <p>Information being gathered for the UNCRC Annual report</p> <p>Big Conversation programme established</p> <p>October will be the published NEETS figure for 2014/15.</p>
<p>Ensure effective oversight of safeguarding arrangements</p>	<ul style="list-style-type: none"> <li>§ Ensure delivery of the Council's corporate safeguarding functions</li> <li>§ Develop a programme of activity to ensure schools are effectively equipped to offer support to families</li> </ul>	<ul style="list-style-type: none"> <li>§ Regular update reporting to the Leader on corporate safeguarding arrangements</li> <li>§ Schools family support programme in place by September 2015</li> </ul>	<p>Mandatory e learning is in place for all staff and elected members</p> <p>An important event on this journey was the WB Child Sexual Exploitation event, attended by 360 delegates. This is being followed up by a review of our action plans, and to better co-ordinate our efforts through the regional safeguarding boards. In total 995 members of staff have completed e learning and 1042 the adult safeguarding module.</p>

## Child and Family Services:

Child and Family Services are committed to achieving the best possible outcomes for children, young people and families. The service is focused on achieving safety and wellbeing for children, and achieving sustainability based on promoting excellence in social work practice, implementing the requirements of the SS and Wellbeing Act 2014, continued implementation of the safe LAC reduction strategy and delivering on Swansea's continuum of need.

There are now 6 key service priorities

- Refocusing the Safe LAC reduction strategy
- Embedding the SOS practice model
- Workforce
- Continuum of need
- Participation and learning
- Financial sustainability

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## Corporate Objectives

**Safeguarding vulnerable people - Corporate Safeguarding strategy** - There has been strong leadership of the Corporate Safeguarding agenda. From a relatively low base Swansea now has some of the best arrangements in place to ensure safeguarding is 'everybody's business' and is the number one corporate priority. Mandatory e learning is in place for all staff and elected members, with safeguarding champions in place in each service area to share and cascade information. An important event on this journey was the WB Child Sexual Exploitation event, attended by 360 delegates. This is being followed up by a review of our action plans, and to better co-ordinate our efforts through the regional safeguarding boards. In total 995 members of staff have completed e learning and 1042 the adult safeguarding module.

**Effective delivery of the Safe LAC Reduction Strategy** – The safe LAC reduction strategy has continued to be effective. In June this year the number of children looked after in Swansea reduced to 502, the lowest since 2008/9. The numbers of children looked after in residential settings has reduced to 37 (June 2014, 48 – June 2013, 59) and more children are being looked after by Foster Swansea than in IFA provision. We must not however be complacent and the SMT within C&F services are currently reviewing the strategy. The priorities going forward are to safely reduce the LAC population by reducing the number of children entering the LAC system, reducing the time spent 'in care' and ensuring more

children return safely to the care of their parents and families. In addition further modelling work will be undertaken with Foster Swansea to ensure the service is able to cost effectively meet the needs of Swansea's looked after children. To date this strategy has resulted in reduced expenditure of £2m.

The three year financial strategy is in place and is in its second year of implementation. The strategy is for review in October 2016. Child and Family Services cost £3m less in 2014/15 than two years ago.

**Corporate Parenting Forum (CPF)** – this has been a busy period of time for the CPF, with a high level of activity being undertaken outside the Forum. The work plan 2015-16, revised TOR, membership proposals and draft CP strategy will be presented to the next forum in August. The forum will also be considering the;

- Thematic Review of the Educational Attainment of LAC.
- National CSSIW Inspection of Safeguarding and Care Planning of LAC & Care Leavers who Exhibit Vulnerable or Risky Behaviours (January 2015).
- Progress Report in Relation to the Recommendations of the CSSIW Inspection of Vulnerable LAC & Care Leavers (August 2014).

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The Permanence review is addressing the recommendations of the above inspection reports and important changes are underway such as a:

- Family and Friends team becoming a Kinship Care Team
- New LAC team (up to 16 years)
- Reconfigured Post 16 service, which will be delivered in partnership, following a tendering process which is underway.

Improved outcomes for older looked after children and care leavers are expected from these arrangements.

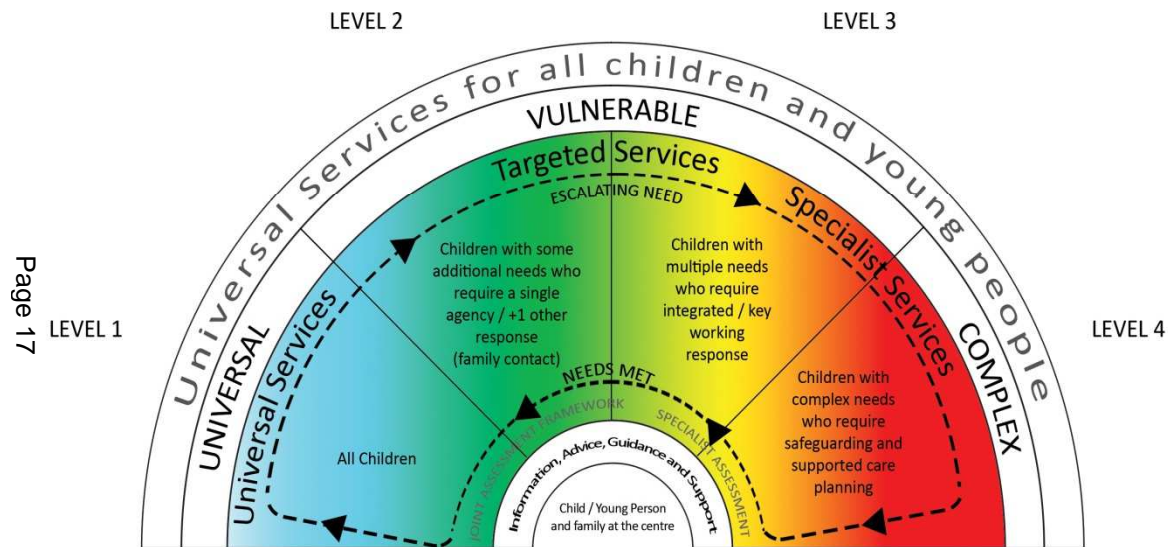
Proposals are also being brought to the CP Forum in relation to developing a virtual school for LAC, and a participation and engagement framework and care council. The virtual school will support and monitor key issues such as attendance and attainment and the participation framework will assist the co-ordination of work in Swansea around promoting the voice of the child and fits with the UNCRC and rights respecting schools agenda. The Corporate Parenting challenge on 13/03/2015 will be commenting and building on the CP strategy. The annual report is being prepared which will provide detail of the work achieved throughout last year and plans going forward.

The work on the CP strategy has identified issues relating to Governance arrangements. Discussions about links to the safeguarding board and

CYP are required.

**Undertake the Townhill care continuum pilot** - the Project Board has produced a briefing paper and is building a service specification for the pilot. The proof of concept pilot will be undertaken within the Townhill area of Swansea and rolled out Swansea wide in 2016?

## How we Support Children and Families in Swansea



'A key principle is that children are best looked after within their families, with their parents playing a full part in their lives unless compulsory intervention is necessary'

Introduction to part 9 of the Social Services and wellbeing (wales) Act 2014

**DV Hub** – Child and Family services are currently serving the DV Hub within Cockett Police station. The team of four staff currently screen all PNN's (Police DV reports), and make decisions as to whether a SW or early intervention response is required. There is close collaborative working with Police, Health, Education, Housing, Women's aid, Hafan Cymru and Infonation. The team also provide group and 1:1 support to children and victims of DV and run perpetrator programmes.

### **2014/15 performance information**

4317 PPN's (excluding any already open to C&F services)

1630 of those were closed NFA at the point of receipt

1355 were diverted to Universal or PEI services by DA referral co-ordinator

1332 were referred onto CCARAT

1029 of those referred to CCARAT were diverted to Universal or PEI services and closed

303 were allocated for Initial Assessment

### **Performance**

In general Child and Family services performance has been improving year on year. Despite the remodelling of the front door arrangements through 2014, in readiness for the implementation of the SS and Wellbeing Act 2014, performance in Initial assessments has maintained high and the number of children seen as part of the assessment has improved, although children seen alone will be a focus for next year. Since June 2104 performance in timescales for core assessments has steadily improved and in June, this year exceeded target. The focus going forward is to maintain this performance and focus on quality. Child protection work has remained consistent, with improvements in timescales of conferences and reviews and pleasingly in the 10 day timescale of core groups following first conference, which exceeded target and hit 100% in June.

The safe LAC reduction strategy is supporting performance around looked after children, and we are approaching a watershed of numbers falling below 500 this year.

## Poverty & Prevention:

### 1. Flying Start

#### Headlines

- Over the past 12 months a considerable focus has been on the expansion of Phases 2 and 3 of the Flying Start Programme via the model of co-locating the services at Primary schools in the targeted areas.
- 6 new settings were structurally completed during 2014/15 and 3 settings completed during 2014/15 became fully operational during the course of the year offering childcare, health visiting, parenting and early language development support. In addition one of our Phase 1 settings expanded to incorporate additional phase 2 areas, doubling in size (Clwyd).
- 2014/15 was the full year implementation of the Attendance Policy which was developed to ensure effective management of childcare places through the application of a consistent approach across the Programme. Despite considerable instability caused via the expansion and changes to Flying Start catchments, the focus on attendance resulted in the average level of attendance across the Programme remaining stable at 79.5% and a reduction in unauthorised absences from 3% to 2%.
- Achieving 79.5% attendance across the Programme during 2014/15 was a big achievement as a reduction in % attendance had been expected. The reduction was expected due to the expansion as new settings destabilised staffing at existing childcare settings as well as the time it takes for new childcare settings to become established.
- The average development score for 2 and 3 year olds across the Programme has also remained fairly stable. Whilst this is not a measure which will be compared from year to year it is positive that there has been little change despite the difficulties encountered during 2014/15 to recruit sufficient staff (health visitors, early language development staff and childcare staff) and despite the expansion when a considerable number of new children have moved into the Programme at a late stage and therefore not benefited from the services on offer prior to this.
- 578 individual families in 2014/15, equating to approximately 1270 children have received the Parenting Service element of the Flying Start Programme. Often both mum and dad are supported and both may have accessed more than one offer of support from the service. The data provided in this report needs to be considered alongside the individual story for each family as it derives from their own self-evaluation of the distance they feel that they have travelled.
- Whilst Positive Parenting remains the main focus of the Parenting element the Family Partnership Team has developed a pathway of support which also incorporates parental wellbeing. Positive mental health has a very strong impact on the child's multiple levels of

development and their own future health determinants. Parents describe having positive mental health and confidence as having a major impact on being able to transfer knowledge into practice and in turn improving their parenting skills and their relationship with their child.

### Areas to develop

- To have 3 additional childcare settings up and running at Parklands, Plasmarl and Pontarddulais Primary School bases. This will also include the Health Visitor and wider members of the Team.
- To complete the capital works for the re-location of a welsh medium childcare facility.
- The expected implementation of the EYDAF in the Foundation Phase which may influence the development of the Flying Start Developmental Tracker used in childcare.
- The expected implementation of the National Healthy Child Programme which may impact on the Flying Start Health Visiting Service.
- Full implementation of the Early Language Development Pathway as soon as all posts are filled.

## **2 Families First**

### Headlines

Re-commissioning process undertaken to ensure that the Programme was fit for purpose in terms of :

- Fitting the principles of the Families First Programme with a clear focus on holistic, co-ordinated and integrated whole-family approaches
- Sit within the prevention and early intervention section of the wider continuum of provision
- Be able to demonstrate impact e.g. via evidence of distance travelled
- Be targeted to meet local identified needs
- Be evidence-based
- The centrepiece of the Programme is the mandatory Team Around the Family and the Programme will focus on the development of an Early Integrated pathway of support lining in closely with the principles of the Healthy Cities Board as well as Young People and Families, Community based family focused provision as well as thematic services such as counselling.
- The Family Partnership Team has been cited as an example of leading practice by external experts including Honour Rhodes OBE and Professor Karen Graham. It is expected that these individuals would expect to showcase the quality, approach and impact of the team at a national level during the forthcoming year.



## Areas to develop

- Full implementation and quality assurance and further embedding the TAF approach and an even greater focus on analysis of impact across the board.

## **Case studies attached for you**

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

The work with schools to support their development to achieve the Rights Respecting Schools Award continues, with 90% of schools now having begun their journey to Level 1, and our first secondary school achieving Level 1 earlier this autumn.

While there has been no overall movement in the number of schools registered (still at 89%) from March 2015, there has been movement in those achieving the level 1 and level 2 award over the Summer Term.

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Those who have achieved level 1 status in the Summer Term include;

- Newton Primary School
- Talcopa Primary School
- Gendros Primary School
- St Helen's Primary School
- Gowerton Primary School
- Cwmrhydyceirw Primary School
- Clwyd Primary School
- Penyrheol Comprehensive School

Those who have achieved Level 2 status in the Summer Term include;

- Terrace Road Primary School
- Pentre'r Graig Primary School
- Pontybrenin Primary School
- Penlleger Primary School
- Pontarddulais Primary School

### **Swansea Young People Services Key Developments**

It is a significant period of change and development for the Young People Services and I have continued to support the development of Service around its four key policy and guidance areas:

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1. WG National Youth Work Strategy 2013 – 18
2. WG Engagement and Progression Framework
3. Swansea's Safe LAC Reduction Strategy
4. Social Services and Wellbeing Act 2014

Cutting through all four of these areas is the critical development of the **lead work role** for young people and their families:

This role is a key factor in the delivery of three of the corporate priorities including:

**Pupil Attainment**

**Pupil Attendance**

**Safeguarding vulnerable young people and their families**

Key developments of this role:

- The 'Lead Worker' principle and job description agreed and adopted by NEET Board based on the outcomes of the IPC commissioned research.
- The 'Lead Worker' role has been embedded across full time and substantial posts within the Young People Services.

- The Young People Services Lead Workers have been aligned to pre 16 pupils via their secondary schools and geographical area on the basis of need with brokerage via Multi Agency Meetings in schools.
- Lead Work roles have been aligned to post 16 NEET pupils on a geographical basis with brokerage arrangements via monthly cluster meetings with the careers service.
- The Sustainable Swansea Programme has supported cross service developments between Social Services, Education and Poverty and Prevention to understand the lead worker role in relation to both NEET model (the Engagement and Progression Framework) and a social care model (the continuum of need).
- The 'Team around the Family' approach has been embedded in lead work roles.
- The mapping work identified a gap in provision at Level 3 on the continuum where the most complex and vulnerable families can require a high level of intervention and create high levels of demand for the front door of social services.

**A key decision** has been taken to support a large restructure of parts of the Young People Services which has enabled the development of a new Level 3 Team which will be aligned to schools, EOTAS and the Social Services Area teams.

A pilot in the Townhill area will support the development of this team and the brokerage and systems right across the 'continuum of need'.

## Performance

### Lead Work Figures 14/15:

- 725 Young People have received lead work support.
- 38% of these young people have demonstrated progress using a distance measured tool during this time period.

### NEET figures 14/15:

- The July snapshot shows that 7.2% of young people are NEET in Swansea which is 1% lower than the figure last year. The snapshot in November at official snapshot was 5.8%
- Young People Service Lead workers are currently supporting 88 of the 163 Tier 2 NEET Young People

## **Open Access/ Youth Club Developments**

**A key decision** was taken not to close the satellite youth club provision in the required budget saving proposals for 2015/16. The decision was reversed after listening carefully to the views of young people and key stakeholders.

The performance data for the youth clubs demonstrates that there is a strong strategic link between the development of the lead work role and the open access provision. A further restructure is being explored to see how the existing model can be refined, whilst retaining the key parts of the provision. This includes an **upcoming decision** for a potential Transformation Fund bid and model change for some youth clubs with a 3<sup>rd</sup> sector partner.

### **Performance 14/15:**

2816 Young People have accessed a youth club.

## **Information and Targeted Services for Young People**

**A key decision** has been taken to support the restructure of the Info-nation service. This will see the service transform into a Targeted and Specialist Services which is best equipped to meet the specific adolescent risks that face young people, their families and lead workers. This includes enhanced support for Domestic Abuse which is one of the LSB Priorities.

Key roles will directly support work around:

Domestic Abuse

Sexual Health

Digital Engagement

Outdoor Learning

Targeted Learning Opportunities

Tier 1 Outreach Work (Unknown NEETS)

There is further exploration of the potential of key services for young people to co-locate in the city centre, providing a more sustainable and accessible service for the future and a continued open access presence.

### **Performance 14/15:**

3329 Young People accessed targeted support from Info-nation.

### **Duke of Edinburgh Award:**

The Duke of Edinburgh Award has continued to perform well in Swansea.

## Performance 14/15:

897 new starts for the award (the highest figure achieved by Swansea)

343 completed an Award

## Outdoor Activity Centres

**Key decisions** have been taken to consult and implement a new pricing structure, transport reductions and other general efficiencies. This has continued to ensure that all three centres have continued to run and that Swansea School pupils pay a subsidised rate with those on Free School Meals receiving an even higher rate of subsidy.

There is an **impending decision for Cabinet** about the preferred future model for the service. This will be presented as a Gateway report as part of the Commissioning Strand and process for the Sustainable Swansea Programme.

## Performance:

58 Swansea Schools attended the residential package

1796 Swansea School Pupils attended a residential experience

87% of those pupils were on Free School Meals

25

## Participation of Children and young people

Local authorities have a duty to promote and facilitate the participation of children and young people in decisions that might affect them. The legal basis for this duty is Section 12 of the Children and Families (Wales) Measure 2010, and requires '*local authorities to make such arrangements as they consider suitable to promote and facilitate participation by children in decisions of the authority which might affect them, and to publish and keep up to date information about its arrangements*'.

The Big Conversation is the term associated with the mechanisms co-ordinated by the City and County of Swansea Children's Rights Officers within the Partnership Performance and Commissioning Team to discharge this duty, via which children and young people in Swansea can exercise their right to voice in decisions that affect them.

The Big Conversation mechanisms aim to offer an inclusive framework that facilitates the widest possible participation of children and young people, by providing:

- Opportunities to inform service delivery through consultation;
- Opportunities to initiate agendas through philosophical enquiry;
- Opportunities to be supported by an advocate/ or on an individual level to have their voice heard;

- Opportunities to access online mechanisms, e.g. a CYP Super Survey which covers a multitude of subject areas and themes;
- Opportunities to engage through pupil voice and through the Rights Respecting Schools Award Framework.

The aims are to:

- Offer a more inclusive 'forum' infrastructure for young people in Swansea;
- Offer meaningful opportunities for young people to say what matters to them;
- Provide spaces where young people feel safe to explore different aspects of their lives with their peers;
- Support young people to become more self-aware of their lives, the lives of others and how the decisions they and others make impact on them;
- Where appropriate support young people to explore these issues with decision makers.

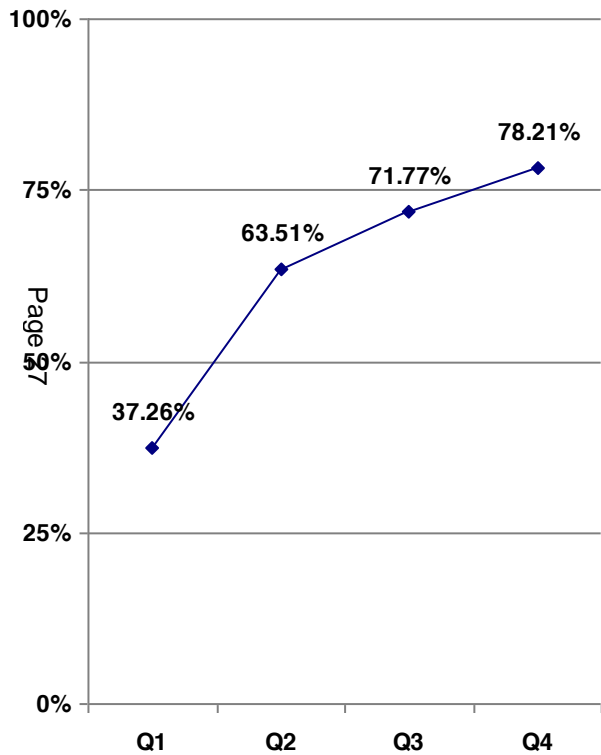
The following themes will be considered by young people in Swansea during Big Conversations in 2015 -16:

- Housing and homelessness;
- The changing nature of youth work and services for young people (and their families) in Swansea
- Impact of the implementation of the CYP Rights Scheme including RRSA;
- Domestic abuse and healthy relationships;
- Anti-Bullying
- Sustainable Swansea and allocation of resources in Swansea during budget decision making periods.

These are themes that have been set by young people through feedback from previous Big Conversation's and through emerging data derived from the CYP Super Survey.

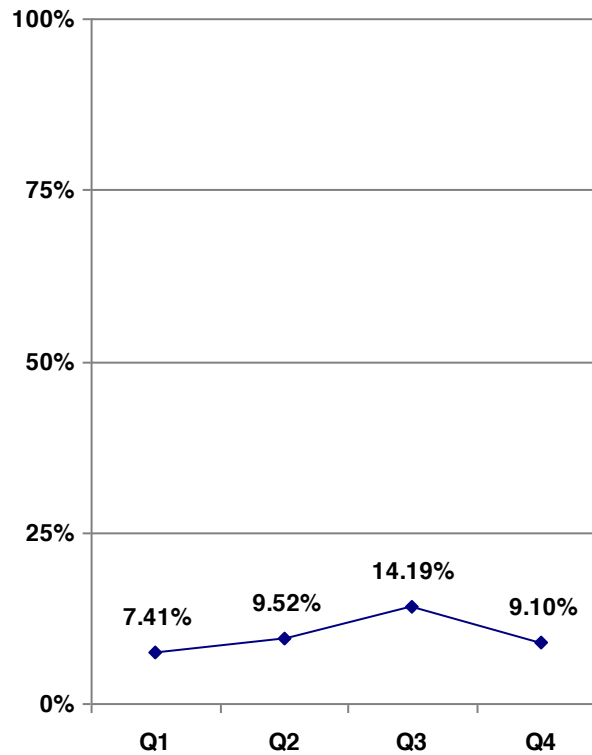
***Is anyone better off?***

**% of Cases showing a forward movement on their Distance Travelled evaluation**



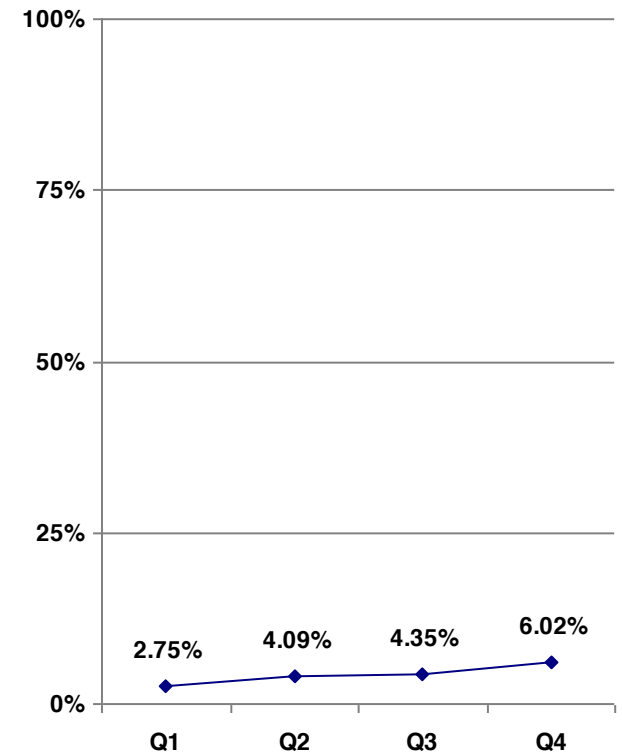
**Quarter 1 = 275, Quarter 2 = 466, Quarter 3 = 546, Quarter 4 = 658**

**% of Cases showing no movement on their Distance Travelled evaluation**



**Quarter 1 = 55, Quarter 2 = 87, Quarter 3 = 97, Quarter 4 = 70**

**% of Cases showing a backward movement on their Distance Travelled evaluation**



**Quarter 1 = 31, Quarter 2 = 43, Quarter 3 = 38, Quarter 4 = 45**

<b>How much did we do?</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year</b>
Total number of cases engaged with	4083	4156	3443	3403	15085
Number of new cases engaged with this quarter	4083	1934	1489	1518	9024
Total number of individuals engaged with	6964	8390	6434	6593	28381
Number of new individuals engaged with this quarter	6964	3862	2700	2631	16157
Number of cases affected by disability	460	628	535	433	2056
Number of baseline Distance Travelled evaluations completed	1069	1092	1012	565	3738
Number of cases closed	793	1211	1141	1219	4364

<b>How well did we do it?</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>% Year</b>
% of Cases that were worked with using a TAF approach	25.80%	33.21%	40.31%	44.34%	35.91%
% of Cases that completed an end of service Distance Travelled evaluation	33.85%	47.95%	56.86%	59.93%	49.65%
% of New cases engaged with that live in the targeted areas	40.17%	49.27%	51.45%	53.48%	48.60%
% of Cases that were signposted/referred to another agency/agencies as an exit route	18.74%	29.10%	28.52%	20.52%	24.22%
% of Cases that were signposted/referred to an EET pathway as an exit route	13.53%	16.94%	21.30%	13.92%	16.42%
% of Cases that were signposted/referred to Children's Social Services as an exit route	6.35%	11.55%	4.30%	3.47%	6.42%
% of Cases that no longer required any services upon exit	20.51%	28.44%	32.83%	37.90%	29.92%
% of Cases that were closed due to disengagement	18.00%	17.26%	23.46%	17.51%	19.06%



## **Mikey's Story**

Mikey's life is back on a firm footing after being referred to the Welsh Government's Families First funded "Teenstart" and the Dads project.

Mikey has had a turbulent childhood and spent some time in a secure unit for teenagers, after being found guilty of numerous anti social behaviour charges. He did not attend mainstream school from the age of about 11, and when he did attend alternative education his attendance was very poor. He left school with no qualifications and has a baby son who is on the child protection register.

Mikey, his partner and young son were in a mother and baby unit in Cardiff to assess if their parenting was good enough. The Dads team worked with Mikey on what is expected from him as a father, looking at the role of a father and the needs of a child on a 1-2-1 basis, because Mikey did not feel confident enough to attend group work. Mikey engaged well with the material, took the information given to him and put it into practice. Following some motivational interviewing, the team identified that Mikey would like to attend a training course but he was low in confidence and self esteem, so they enrolled him on a soccer skills course (funded by Genesis 2), which focussed on boosting confidence through teamwork and problem solving, and it gets the participants to think about further training courses or employment.

Mikey flourished on the course and he grew in confidence every week and by the end of the course he was speaking in front of the group and taking training sessions. Following the course, Mikey's options were discussed and he asked to be supported to go back to employment training.

Mikey and his partner have made huge progress as parents and their son was taken off the child protection register. Mikey has grown in confidence and he has started back on a full time training course with employment training, they are settled in their new home and are making plans for their future. Mikey feels that he is now a good role model for his son and he is working towards employment in the future.

**Improvement Objective – Self-Evaluation  
Summary 2014-15**

For the self-evaluation on the improvement objective for 2014-15, we will rate performance in delivering the Improvement Objective and rate the prospects for improvement on a four-point scale as follows:

<b>Rate Performance</b>	<b>Rate Improvement</b>
Grade 1 – Fully Successful (***) Grade 2 – Mainly Successful (**) Grade 3 – Partially Successful (*) Grade 4 – Unsuccessful	Grade 1 – improvement prospects are good, with significant improvements already in place Grade 2 – improvement prospects are good, with no major barriers Grade 3 – some good prospects, but barriers in important areas Grade 4 – many important barriers to improvement

**You will need to answer the questions in 1 and 2 below. You will need to then rate the performance and the prospects for improvement based on the evidence of your answers. Once you have rated each element after completing the questions place an X in the appropriate cell in the matrix below**

**Improvement Objective A** - Provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress.

**How successful have you been?  
(Performance)**

<b>Grade 1</b>			<b>X</b> see comment	
<b>Grade 2</b>				
<b>Grade 3</b>				
<b>Grade 4</b>				
	<b>Grade 4</b>	<b>Grade 3</b>	<b>Grade 2</b>	<b>Grade 1</b>

\* Prospects relates only to What can be compared from year to year.

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## **Improvement Objective – Self-Evaluation Summary 2014/15**

### **1) How successful have we been?**

#### **1.1 What has worked well?**

Over the past 12 months a considerable focus has been on the expansion of Phases 2 and 3 of the Flying Start Programme via the model of co-locating the services at Primary schools in the targeted areas.

6 new settings were structurally completed during 2014/15 and 3 settings completed during 2014/15 became fully operational during the course of the year offering childcare, health visiting, parenting and early language development support. In addition one of our Phase 1 settings expanded to incorporate additional phase 2 areas, doubling in size (Clwyd).

2014/15 was the full year implementation of the Attendance Policy which was developed to ensure effective management of childcare places through the application of a consistent approach across the Programme. Despite considerable instability caused via the expansion and changes to Flying Start catchments, the focus on attendance resulted in the average level of attendance across the Programme remaining stable at 79.5% and a reduction in unauthorised absences from 3% to 2%.

Achieving 79.5% attendance across the Programme during 2014/15 was a big achievement as a reduction in % attendance had been expected. The reduction was expected due to the expansion as new settings destabilised staffing at existing childcare settings as well as the time it takes for new childcare settings to become established.

The average development score for 2 and 3 year olds across the Programme has also remained fairly stable. Whilst this is not a measure which will be compared from year to year it is positive that there has been little change despite the difficulties encountered during 2014/15 to recruit sufficient staff (health visitors, early language development staff and childcare staff) and despite the expansion when a considerable number of new children have moved into the Programme at a late stage and therefore not benefited from the services on offer prior to this.

578 individual families in 2014/15, equating to approximately 1270 children have received the Parenting Service element of the Flying Start Programme. Often both mum and dad are supported and both may have accessed more than one offer of support from the service. The data provided in this report needs to be considered alongside the individual story for each family as it derives from their own self-evaluation of the distance they feel that they have travelled.

Whilst Positive Parenting remains the main focus of the Parenting element the Family Partnership Team has developed a pathway of support which also incorporates parental wellbeing. Positive mental health has a very strong impact on the child's multiple levels of development and their own future health determinants. Parents describe having positive mental health and confidence as having a major impact on being able to transfer knowledge into practice and in turn improving their parenting skills and their relationship with their child.

## 1.2 How do we compare with others?

There is to date no published national data for the Flying Start Programme for 2014/15. However unpublished data accessed relating to attendance during term 1 of 2014/15 shows that:

- Attendance – Swansea’s Flying Start Programme ranked 5<sup>th</sup> behind Gwynedd, Anglesey, Powys and Ceredigion.
- Absence – Swansea’s Flying Start Programme ranked 1<sup>st</sup> in terms of unauthorised absence at 2% and as detailed above 5<sup>th</sup> overall taking into account both authorised and unauthorised.

Swansea’s performance compared to other Local Authorities is strong particularly due to the higher levels of poverty and complexities and size of its geography. It is however important to emphasise that a direct comparison between Local Authorities is not possible due to the significant differences from Authority to Authority. Data analysis and interpretation needs to be sensitive to these differences.

The focus for the Programme in Swansea is to continue to build on the good progress made to date.

Regarding SOGS it is quite difficult to draw robust conclusions from the data due to the impact of the phased expansion. A high number of children assessed within the timeframe will have only had Flying Start intervention for a few weeks or months before their 2 year assessment or their 3 year assessment. In addition the assessment may actually have been their first contact and consequently the child/family will not have received any service previously.

- In terms of the 2 year old assessment this would account for 169 children equating to 40% of the overall number assessed.
- In terms of the 3 year old assessment this would account for 145 children equating to 32% of all children assessed within the timeframe.

## 1.3 \*Areas to develop

- To have 3 additional childcare settings up and running at Parklands, Plasmarl and Pontarddulais Primary School bases. This will also include the Health Visitor and wider members of the Team.
- To complete the capital works for the re-location of a welsh medium childcare facility.
- The expected implementation of the EYDAF in the Foundation Phase which may influence the development of the Flying Start Developmental Tracker used in childcare.
- The expected implementation of the National Healthy Child Programme which may impact on the Flying Start Health Visiting Service.
- Full implementation of the Early Language Development Pathway as soon as all posts are filled.
- Roll-out of more drop-ins across Flying Start areas.

- Continue to promote Monthly meetings between staff in all FS setting in order to foster partnership working.

## **2) Prospects for Improvement?**

### **2.1 Factors likely to support improvement:**

Due to the continuing expansion of Flying Start in Swansea, the challenge is to maintain performance. The main focus for the next 12 months is to build on good practice and to achieve a greater degree of “steady state”.

Specific areas of development to support improvement include:

- Continue to rollout and develop the Education software (Capita SIMS) to record child’s attendance. This supports settings to monitor patterns of non-attendance ensuring that families will be further encouraged to attend.
- To continue to attempt to achieve swift recruitment of vacancies in order to maintain our service levels
- To continue to monitor compliance of the attendance guidance including continuing to further develop its content where further improvements could be made.
- Continue to upskill staff to undertake their roles and any new expectations.

### **2.2 \*The factors that are likely to hinder improvement are set out below:**

- Recruitment across the Local Authority and ABMUHB has been the greatest challenge to the Programme during 2014/15 and this is expected to continue during 15/16. Difficulties and delays in the recruitment of Health Visitors, Speech and Language Therapists and Early Language Development staff has been an immense barrier to the progress of the Flying Start Programme in Swansea. These challenges relate to both skill shortages at a National Level in certain professions as well as increasingly long-winded corporate recruitment processes within both organisations.
- A delay in the opening of new childcare settings in part, due to a lengthy registration process with CSSIW and the practicalities of recruiting the Manager and childcare staff. As a result of recruiting into new childcare settings many new appointees may come from existing Childcare settings. As such this will impact on the existing settings’ ability to provide a full childcare service.
- Both above factors will result in delays in launching new areas, inability to run services at full capacity resulting in eligible children not receiving services in a timely manner.
- The impact of expansion on the Programme in terms of movements in, a high proportion of children not receiving a full year offer, movement of staff between settings de-stabilising existing settings/services etc.

### 3) Action Plan

#### 3.1 \*Action Plan - Areas to Develop and Factors that Hinder Improvement should be in the Action Plan

Action	Intended Outcome	Milestone
Continue to rollout and develop the Education software (Capita SIMS) to record child's attendance.	This supports settings to monitor patterns of non-attendance ensuring that families will be further encouraged to attend and gives ready access to data.	Getting all new settings on board and training remaining Phase 1 settings.
To continue to attempt to achieve swift recruitment of vacancies.	Maintain service levels.	More flexible recruitment processes via the LA and the Health Board.
Greater success in running the Early Language Development Pathway.	Children are able to receive intervention in a timely manner in order to improve their speech and language skills.	All posts filled
Open remaining settings at Pontarddulais, Plasmarl and Parklands.	Eligible children benefiting from the Service as soon as possible.	Full rollout in these areas achieved.

**Completed by:** Sian Bingham

**Date:** 1<sup>st</sup> June 2015

**(FLYING START)**

Strategic theme: Education	City and County of Swansea			
Broad Outcome: Improving Early Years Experiences	Outcome 2			
<p><b>Why are we focussing on this outcome?</b></p> <ul style="list-style-type: none"> <li>It is a priority both within our Single Integrated Plan (Outcome A: <i>children have a good start in life</i>; Outcome B: <i>children and young people learn successfully</i>) and our Corporate Improvement Plan (Improvement Objective A: <i>provide support for children in the early years in Swansea so that they are ready for learning and make developmental progress</i>)</li> <li>The Marmot Review shows that good quality provision in the early years has a beneficial impact on the educational and social potential of children, particularly those from disadvantaged areas.</li> <li>SQW's (2010) evaluation of Flying Start concluded that the programme identified and met needs and ensured that the most appropriate services and support are in place for children in the early years.</li> <li>By 2015 the Flying Start initiative in Swansea will benefit 2,659 0-3 year olds living in the targeted areas, with approximately 600 childcare places being provided for the 2 year olds.</li> </ul>				
<p><b>What will success look like?</b></p> <ul style="list-style-type: none"> <li>High attendance in Flying Start Childcare Settings – which will ensure children reach their developmental potential and their families benefit as much as possible from improved parenting skills, self-esteem, confidence and improved children's behaviour.</li> <li>Improved outcomes for young children and families by ensuring that the family has access to support from pre-birth through to transition into school.</li> </ul>				
	2012/2013	2013-14	2014-15	2015-16 Targets
<p><b>How much did we do? Input/ throughput indicators taken from any source including the tracking indicators in the Programme for Government</b></p> <ul style="list-style-type: none"> <li>Number of 0-3 year old children eligible for Flying Start</li> <li>Number of 2 year olds eligible for FS childcare</li> <li>Number of Flying Start settings fully operational</li> </ul>	<p><b>12/13</b></p> <p>1634</p> <p>396</p> <p>8 + 1 welsh provision childcare</p>	<p>2149 +25 with generic = <b>2174</b></p> <p><b>620</b></p> <p><b>12 + 1 welsh provision childcare</b></p>	<p><b>2659</b></p> <p><b>722</b></p> <p><b>15 + 1 welsh provision childcare</b></p>	<p>2903 (within 10%) &gt;600</p> <p>&gt;16</p>

<p><b>How well did we do it? Qualitative assessment of effectiveness/ evidence from surveys/ output data etc</b></p> <ul style="list-style-type: none"> <li>• % number of 0-3 year olds taking up the Flying Start programme</li> <li>• % of eligible 2 year olds taking up Flying Start Childcare</li> <li>• % average attendance at Flying Start Childcare Settings</li> <li>• % average of unauthorised absences at Flying Start settings</li> </ul>	<p>91%</p> <p>92%</p> <p>80%</p> <p>5%</p>	<p><b>99%</b></p> <p><b>79%</b></p> <p><b>80%</b></p> <p><b>3%</b></p>	<p><b>99%</b></p> <p><b>80%</b></p> <p><b>79.5%</b></p> <p><b>2%</b></p>	<p>90%</p> <p>&gt;70%</p> <p>&gt;70%</p> <p>&lt;15%</p>
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<p><b>Is anyone better off? Quantitative evidence of the outcome achieved using tracking indicators from the <i>Programme for Government</i> and your single integrated plans</b></p> <ul style="list-style-type: none"> <li>• % Flying Start Children performing at or above the developmental norm (CIP)</li> </ul>	<p>2 yrs. – 52%</p> <p>3 yrs. – 64%</p>	<p><b>2 yrs. – 55%</b></p> <p><b>3 yrs. – 59%</b></p>	<p><b>2yrs – 53%</b></p> <p><b>3yrs – 57%</b></p>	
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**Story behind the data? Brief analysis of the context, updated each year. What are the factors that are at work in determining the outcomes? Which other organisations have a significant role to play in achieving the outcomes?**

Flying Start is one of the Welsh Government’s Flagship Programmes aimed at improving outcomes for children under 4 in the identified most deprived target areas. Children and their families living in these targeted areas are eligible to access a menu of services which include additional health visiting above core service/other health enhancing services, parenting programmes and support via delivery of accredited group work programmes and/or 1-2-1 individual interventions, Early Language Development Programmes and Interventions and the centrepiece is free quality part time childcare for all 2 year olds 2.5 hours a day, 5 days a week up to 42 weeks of the year.

The targeting of the Flying Start Programme is stipulated by Welsh Government. Phase 1 of the Programme was targeted at the most deprived school catchment areas and phase 2 was targeted at the most deprived LSOAs<sup>1</sup> determined by Income Benefit Household data where 0-3 year olds reside. In line with revised Welsh Government requirements, Phase 3 is also targeted at LSOAs although this time these are determined by data relating to high concentrations of Income Deprived Households in which 0-3 year olds reside.

<sup>1</sup> LSOAs - [Lower Layer Super Output Areas](#) are a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales.



Swansea's model of delivery for the Flying Start Programme has been acknowledged by Welsh Government as good practice. Flying Start settings are sited at Primary Schools ensuring the use of available space (potential surplus capacity) via re-modelling to establish mini children's centres comprising of the CSSIW (Care and Social Services Inspectorate Wales) registered Childcare facility, Health Visitor base and room for the delivery of groups. The Flying Start Programme has been developed with the aspirations for 21<sup>st</sup> Century schools so that the benefits of Flying Start are maximised within primary schools and Community Focussed Schools particularly in relation to the evidenced benefits of transition into the Foundation Phase

Furthermore, Schools are reporting the impact of the Programme as evidenced via on entry assessments, numbers of children being identified at an early stage and starting school with a statement in place as well as effective engagement between school and the family resulting in most areas over 90% of children in Flying Start moving into Nursery in the same school.

The Flying Start service in Swansea is maintaining current services whilst completing the second and third phase expansions. Setting targets therefore for the Outcome Agreement is problematic for a number of reasons outlined below:

- Recruiting staff to work in new childcare settings has created staff vacancies in the existing childcare settings and affected the legal staff ratios (CSSIW Regulations) needed to maintain service delivery.
- New childcare settings need to be registered with the Care and Social Services Inspectorate Wales; the time this takes will affect how quickly childcare places can be offered to parents.
- New childcare places are made available to parents using a staggered approach. It takes time for new childcare settings to reach their full operating potential whilst staff and parents adjust to the new services being offered.
- There have been problems recruiting Health Visitors to the programme due to a general shortage and competition for suitably qualified health visitors across Wales.
- The numbers of children who meet the qualifying criteria for the services offered by new child care settings is unknown until those settings are ready to start work. The numbers of qualifying children can be affected by the birth rate and the numbers of children moving in and out of the catchment area as well as the robustness of the Child Health System data.

There are however factors that may affect take up of Flying Start services:

- It may be more appropriate to keep the existing and generic Health Visitor where they are working with other siblings from within the same family.
- Where families are already appropriately supported by existing childcare arrangements.
- When children move into a Flying Start catchment area and their transfer from universal service provision to Flying Start services cannot be planned in every circumstance' (due to factors explained above - recruitment issues/SOGS assessment/childcare take up delay etc)
- Due to expanding into areas of less deprivation/higher % working parents than Phase 1, a number of parents will have full day care or other arrangements already and so will not want to take up Flying Start childcare.

## Child Development Assessment (SOGS – Schedule of Growing Skills)

Flying Start children are assessed by Health Visitors or Nursery Nurses at age 2 and age 3 against developmental norms in the seven skill areas. Ideally, children are assessed as close to the date of their 2nd and 3rd birthdays as possible, although in practice (due for example to staff absence, delays in recruitment or failure to make contact with the family at an appointed time) this is not always possible and assessments will generally take place within a month or two either side of the actual date of the birthday. When determining whether the child is progressing normally, the Health Visitors will compare the child's performance against an age banded scale and will usually consider the child to be progressing normally if they are assessed as being within one age band below the developmental norm relevant to the child's actual age at the time of assessment in all seven skill areas. There is a wide scope for professional judgement to be applied in this process, for example in interpreting the results for each of the seven skill areas in relation to the actual age of the child at the time of assessment, and the Health Visitor will apply this professional judgement in determining whether the child is progressing normally or whether additional support is required.

To ensure consistency in comparisons across Wales, the SOGs guidance changed during 13/14, which took time to embed into service delivery. All assessments are now compared to the same boundary for age 2 and 3, regardless of whether those assessments took place before or after the birthday. Also to avoid bias being introduced by tests carried much earlier or later, only those assessments which took place within one month of the 2nd or 3rd birthdays are included in the calculation of aggregate statistics.

The results are based on counting children as follows:

- Met or exceeded milestones: children who were at or exceeded the developmental milestones in all of the seven skill areas
- Within one age band of milestones: children who were within one age band of developmental milestones in one or more (or all) of the skill areas but have met or exceeded milestones in the others
- More than one age band below milestones: children who, in at least one of the skill areas, were below one age band below milestones.

Outside Flying Start areas, a range of assessment tools are used according to the preference of individual Health Boards. Therefore whilst statistics can be presented relative to the norm in the Flying Start areas, it is not currently possible to draw comparisons with children living in non-Flying Start areas. The new National Healthy Child Programme is due to be implemented during 2015/16. This may provide future opportunities for a move towards universal assessments of pre-school children.

### During 14/15

- **77** per cent of children in the Flying Start programme reached, exceeded or were within 1 age band of their developmental norms at age 2 years while **53** per cent met or exceeded their milestones at this age.

- **85** per cent of children in the Flying Start programme reached, exceeded or were within 1 age band of their developmental milestones at age 3 years while **57** per cent met or exceeded their milestones at this age.

A developmental age of one age band below the age-appropriate band is not generally considered to be important in terms of identifying developmental delay or abnormality in an individual child and whilst Health Visitors will often determine that children who are assessed to be more than one age band below developmental norms require additional support, such a decision will be based on their professional judgement in respect of that child alone. Therefore the numbers of children shown here as more than one age band below is only an approximation of the number children requiring additional support.

The average development score for 2 and 3 year olds across the Programme has remained fairly stable. Whilst this is not a measure which will be compared from year to year it is positive that there has been little change despite the difficulties encountered during 2014/15 to recruit sufficient staff (health visitors, early language development staff and childcare staff) and despite the expansion when a considerable number of new children have moved into the Programme at a late stage and therefore not benefited from the services on offer prior to this.

As such it is quite difficult to draw robust conclusions from the data due to the impact of this phased expansion. A high number of children assessed within the timeframe will have only had Flying Start intervention for a few weeks or months before their 2 year assessment or their 3 year assessment. In addition the assessment may actually have been their first contact and consequently the child/family will not have received any service.

- In terms of the 2 year old assessment this would account for 169 children equating to 40% of the overall number assessed.
- In terms of the 3 year old assessment this would account for 145 children equating to 32% of all children assessed within the timeframe.

Achieving **79.5%** attendance at Childcare settings across the Programme during 2014/15 was a big achievement as a larger reduction in % attendance had been expected. The reduction was expected due to the expansion as new settings de-stabilised staffing at existing childcare settings as well as the time it takes for new childcare settings to become established. In addition the Childcare offer is not statutory and therefore attendance is not mandatory.

It will be necessary for the Flying Start Programme to reach “steady state” (i.e to be fully rolled out) prior to being in a position to provide robustly collated and analysed data against some of the set targets. Whilst the new phases are being rolled out there will be considerable variables, challenges and developments therefore reviewing and amending targets and measures will be necessary at regular intervals so that the score card is as up to date as possible.

**Please Note: Some data items provided are the responsibility of the Local Health Board, therefore obtaining the information in the correct format in a timely manner could be an issue.**

### ***Data Management Information***

***Children newly eligible and in receipt of Flying Start nursery provision:*** the figure is the number of Flying Start children, aged 2 who are newly eligible for and have taken up full or reduced offers of childcare between 1 April and 31 March 2015. The percentage shown is the number of children taking up childcare as a percentage of the number of offers made to newly eligible children. The majority of offers taken up are a full childcare space (**80 per cent**).

**Flying Start children within meeting or exceeding their development milestones at age two / three years:** the figure is the number of Flying Start children, aged between 23 and 25 months / 35 and 37 months, who have been assessed by Health Visitors as meeting or exceeding the developmental norms for this age. The figure relates to children of this age who were assessed between 1 April 2014 and 31 March 2015. The Flying Start Health Visitor or Nursery Nurse assesses each child in receipt of Flying Start services using an appropriate Welsh Government approved developmental assessment tool. This tool assesses a child's development across key areas relating to movement, manipulation, visual, hearing, speech and language, and social interaction, comparing the child's progress with a norm derived from a standard reference group of children of a similar age.

## **Pen Picture –The Thomas Family**

*Family circumstances* – Mum, Dad and 4 young boys (ages 9, 4, 2 and 12 weeks) moved into the Mayhill Flying Start area from Port Talbot. Family were allocated to a Flying Start Health Visitor and older children attend the local school, 2 year old attends the Flying Start Childcare.

*Referral into Parenting* – It was identified by the Flying Start Health Visitor that the Parents were experiencing issues around parenting, especially with the behaviour of the 9 year old and there was also cause for concern around home conditions. When the Flying Start Health Visitor discussed a parenting referral, the parents at first declined as they had already received parenting support in their previous address and not had a good relationship with the professionals delivering the support. The Health Visitor continued to sell the parenting team service and the family agreed to meet with a parenting and dad's worker to find out more about the service and break down the barriers that the parents perceived to have, prior to them committing to a referral. A joint visit was arranged between the Health Visitor and a parenting worker and dad's worker where the two members of the team informed the parents about the support parenting could offer. The parents saw this as positive and that the team is committed to helping parents who require some additional support, whilst recognising the stresses and challenges that parents face on a daily basis. The parents agreed to the referral and the Health Visitor submitted this. Because of the urgent nature of the referral, to prevent a social services referral and family breakdown it was agreed with the approval of line managers, that the referral would take priority and be allocated immediately. This was important and a key aspect as the putting the referral on the waiting list would have been detrimental to the family's challenges and also the family had taken time to agree to the referral, it could be argued that they could have changed their mind to support if it had been put on the waiting list. This illustrated good practice and collaborative working by the Health Visitor and the parenting team in identifying and being proactive in supporting families in need.

Support to the family commenced in the form of weekly home visits by the same parenting and dad's worker who undertook the initial visit, to maintain consistency. Once the family were engaged, the both parents decided that they wanted to attend the groups that the team had to offer. Dad attended a dad's parenting group and a group called superdads which encourages dads to positively interact with their children in afterschool activities. Mum began to attend the parenting group of mums in the family centre, facilitated by the parenting team. Within a couple of weeks from the referral date, both parents were committed to being at home for weekly sessions and also attending the relevant groups.

Some issues that have been addressed during the weekly sessions at the home, for example boundaries, house rules, parenting styles, parentline plus tools, toilet training, praise and positive encouragement, importance of keeping the children busy and stimulated – organising activities, play, time-out and other issues as they have arisen. These topics have been delivered and

discussed whilst using the method involving motivational interviewing and dialogue. These issues have also been complimented by sessions in the parenting and dad's group; the groups act as a reinforcement and repetition of what is covered in the home. Through discussions with both parents, it has become apparent that their own upbringings were problematic and they received extremely negative role models throughout childhood. These are issues which have been explored and addressed as it is evident that these considerably affect their ability to parent their own children, thus having to learn new skills.

As the family were being seen more often, it was identified that whilst they are engaging with services a referral to the Team Around the Family (TAF) would be advantageous in getting all the professionals involved in a meeting to see how they could best support the family. The Health Visitor referred to the TAF team and because of the nature of the issues, this referral was again seen as a priority and immediate action was taken to set up a meeting. There have been a few TAF meetings since this referral and during the previous meeting it was identified that positive changes have been made.

The family were committed to try out new things in order to make positive changes to their circumstances. The foundations of the work around parenting and home conditions were built by introducing the concept of solution focused practice which had a positive influence on the family. By focusing in a positive way, rather than just looking at the problem allowed the family to identify strengths and progress that they had already made. Following three sessions of the solution focused approach it was apparent that the method had influenced the family so much that they started to mirror the approach by adopting positive language, to one another and especially to their children. An example of a session that took place was that the parents and the 9 year old were asked to list all the good things about the 9 year old's behaviour and were asked for 20 positive changes. Following the hour long session both parents and their son exceed the expectation and were able to write 65 positive changes. This task in itself was incredible as Dad commented that a few months ago he would have struggled to think of 4 things. This was reinforced by the change in parents' language as they began to use words such as 'I am proud of him' and 'I take pride in the house.' Observations around physical contact were also observed. Where previously the 4 year old would refuse having his hair washed and cut and shied away from touch, the family were observed to 'cuddle' more and be close to each other in a far more nurturing way. It is clear to observe that both parents' have increased in confidence, this has been evidenced by changes in their appearance, smiling more, appearing more motivated and positive in their everyday lives. They have also taken pride in making their home a comfortable family environment by decorating the house, room by room keeping on top of the cleaning and buying new furniture.

This pen picture illustrates two main points. Firstly, how partnership working between the Flying Start Health Visitor, the parenting team and the TAF team has been successful. Without the rapid, intense intervention to maintain 'good

enough parenting', the family would have been subjected to a referral to Social services and at risk of family breakdown.

Secondly, the methods used were chosen carefully and based on the needs of the family. The initial visits to engage the family and build positive relationships were key to the success of future work. The sessions looking at parenting and behaviour issues were facilitated with motivational interviewing at the core. Once relationships were formed, issues were being addressed and the situation was improving it was then time to introduce the solution focused approach which has been influential in maintaining the family's progress by keeping them motivated and encouraged to progress even further. Both parents still attend groups and visits have now reduced to fortnightly sessions because of the improvements made.

This is a family, who at first were reluctant to become involved in parenting services, however during our last visit informed us how much they look forward to our home sessions because of the positive impact they have had on the family.

# Agenda Item 6

## Report of the Chair

### Scrutiny Programme Committee – 10 August 2015

#### PROGRESS REPORT – CHILD & FAMILY SERVICES SCRUTINY PERFORMANCE PANEL

<b>Purpose</b>	The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will attend the committee on a regular basis to provide a progress report, updating the committee on headlines from their Panel's work and impact.
<b>Content</b>	This report focuses on the Child & Family Services Scrutiny Performance Panel. Councillor Paxton Hood-Williams, convener of the Panel, will provide the update.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Ensure awareness / understanding of the work of the Panel</li><li>• Consider its effectiveness and impact</li><li>• Consider any issues arising and action required</li></ul>
<b>Lead Councillor(s)</b>	Councillor Paxton Hood-Williams, Convener of the Child & Family Services Scrutiny Performance Panel
<b>Lead Officer &amp; Report Author</b>	Delyth Davies, Scrutiny Officer Tel: 01792 637491 E-mail: <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>

#### 1. Introduction

- 1.1 The Child & Family Services 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 Child & Family Services Scrutiny Performance Panel. Councillor Paxton Hood-Williams, convener of the Panel, 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, proposals made and impact.

1.5 The Membership of the Panel (10) is as follows:

**Labour Councillors: 7**

Uta Clay	Hazel Morris
Jan Curtice	Ceinwen Thomas
Yvonne Jardine	Des Thomas
Erika Kirchner	

**Liberal Democrat Councillors: 1**

John Newbury	
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**Independent Councillor: 1**

Susan Jones	
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**Conservative Councillor: 1**

<b>Paxton Hood-Williams (CONVENER)</b>	
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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: Carl Billingsley

## **Child & Family Services Scrutiny Performance Panel Update**

### **1. Remit of the Panel**

The overarching purpose of the Panel is to ensure that performance in Child & Family Services is effectively monitored and challenged.

### **2. Introduction**

The Panel is focused on contributing to good performance in child & family services by providing a critical friend for the Cabinet, and helping to ensure accountability. This is particularly important because of the need to safely reduce the numbers of looked after children and ensure good delivery of support to children and their families, all within an increasingly reduced budget.

### **3. Key Activities**

The Panel held 6 meetings between January and July. This has involved speaking to the Cabinet Member, senior officers from within the authority and officers from the Western Bay partnership; 6 convener's letters to the Cabinet Member.

The main issues covered were as follows:

#### **19 January**

- Implications for the authority of the independent review into child sexual exploitation in Rotherham

#### **16 February**

- Update on the development of the Western Bay Safeguarding Board
- Quarterly performance monitoring of Child & Family Services (December 2014)

#### **16 March**

- Development and implementation of a Permanence Service

#### **13 April**

- Review of the Integrated family support service (IFSS).

#### **11 May**

- Quarterly performance monitoring of Child & Family Services (March 2015)

#### **8 June**

- Agreement of work plan

#### **6 July**

- Performance and effectiveness of Signs of Safety practice framework

#### **4. Achievements / Impact**

- **Changes to the performance monitoring data** - The panel has made a number of changes to the performance monitoring report. It has requested that the following data be added so that it can improve its understanding of performance in these areas:
  - Data on child sexual exploitation
  - Children looked after who have left care
  - Length of time cases spent as unallocated
  - Trended data on adoption analysis
  - Geographical information on residential care placements
  - Re-registered children on the child protection register
  
- **Performance** – A number of key issues/questions have been raised over the last 6 months and these include the length of time cases remain unallocated, sickness levels, re-referral rates, children seen alone – what the Cabinet Member has agreed with and acknowledged. Action taken has included adding performance information to the monthly monitoring report (as detailed above), the Cabinet Member responding with details on action taken within the department to address the panel’s concerns
  
- **Engaging with regional partners**
  - The Panel had a question and answer session with Nick Jarman, Chair of the Western Bay Safeguarding Board and addressed concerns around governance, strategic priorities and scrutiny of regional services
  - The panel examined the findings of the review of the regionally provided Integrated Family Support Service and held a question and answer session with Nicola Echnais, Head of Service at Bridgend County Borough Council and Julie Thomas, Principal Officer, City and County of Swansea. It was agreed that a cost/benefit analysis be presented to the panel towards the end of 2015.

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

- The Panel will continue to meet on a monthly basis.
- The Panel’s work plan for 2015/16 has been agreed

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

None.

# Agenda Item 7

## Report of the Chair

Scrutiny Programme Committee – 10 August 2015

### SCRUTINY COUNCILLOR SUPPORT AND DEVELOPMENT

<b>Purpose</b>	This report invites the committee to discuss and consider support and development needs for scrutiny councillors, in particular to help deliver agreed improvement outcomes for scrutiny.
<b>Content</b>	The report provides information on: a) agreed scrutiny improvement outcomes b) feedback from the annual councillor survey on training and development needs c) correspondence on councillor support and development services from the Welsh Local Government Association
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Discuss and consider areas for support and development</li></ul>
<b>Lead Councillor(s)</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer &amp; Report Author</b>	Dave Mckenna, Scrutiny Manager Tel: 01792 636090 E-mail: <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>

#### 1. Introduction

- 1.1 Over the course of the year scrutiny councillors and officers will be involved in ad hoc development and improvement events in order to support and deliver effective scrutiny. This will include opportunities to attend scrutiny events at a regional and national level, such as those organised by the Welsh Government, Welsh Local Government Association and Centre for Public Scrutiny. Feedback is provided to the committee to ensure learning from such events can be disseminated.
- 1.2 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.

- 1.3 In order that a more focused and structured development plan for the year ahead can be created the committee is asked to consider the following:
- a) agreed scrutiny improvement outcomes;
  - b) feedback from the annual councillor survey on training and development needs; and
  - c) correspondence on councillor support and development services from the Welsh Local Government Association.

## **2. Scrutiny Improvement Outcomes**

- 2.1 The Scrutiny Annual report for 2014/5 recently presented to Council identified six improvement outcomes that will provide a focus for scrutiny 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

- 2.2 Over the next 12 months we will work on practical ways to achieve these outcomes and improve scrutiny in Swansea. These are to be subject to wider discussion by scrutiny members so the committee and panels should consider implications for their work and how they can contribute to the outcomes in their own work plans, i.e. what are we doing now for each of the outcomes? what more do we need to do?

- 2.3 Any support and development programme should make a contribution to achieving these improvement outcomes.

- 2.4 The committee's views are invited.

## **3. Annual Councillor Survey**

- 3.1 One of the questions the annual councillor scrutiny survey asks is about training and development needs. The results of survey are presented below:

## *Training & Development*

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

<i>Yes I do have training and development needs</i>	- 21.9% (27)
<i>I am ok at the moment but I would like to receive information on any future opportunities</i>	- 59.4% (19)
<i>No I do not have any training and development needs</i>	- 15.6% (5)
<i>N/A</i>	- 3.1% (1)

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

*The following comments was received:*

- *budgets*
- *chairing of meetings*
- *open to all learning*
- *training should always be kept up to date*
- *more scrutiny experience*
- *I feel that a lot of what I am involved in is assuming that I have more knowledge than I have. Perhaps if I belonged to a bigger group/party I would be involved with a training programme. I am only just understanding the difference between panels, scrutiny and the committee structure.*

3.2 The committee should consider this feedback in identifying areas where support and development is necessary.

## **4. WLGA Services**

4.1 The Welsh Local Government Association have recently contacted councils across Wales to inform of the services that are on offer in relation to councillor support and development. This is a revised offer following the withdrawal of the Improvement Grant from the Welsh Government.

4.2 The WLGA will continue to coordinate and provide strategic national guidance and support to local authorities but will offer a more focused range of bespoke in-house training and support packages to councils and councillors. The WLGA will charge for some services (e.g. member training workshops) from 1st April 2015. See leaflet for attached for details – **Appendix 1**.

**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: Carl Billingsley

# Councillor Development and Support Services from the WLGA: 2015-16

The work of a councillor is complex and challenging and the political, legislative and local landscape in which they work is changing constantly. Communities have high expectations of their elected representatives from the day of their election throughout their period of office. New and experienced councillors therefore need appropriate support, guidance and personal and professional development to undertake their complex and evolving roles.

The WLGA works with local authorities across Wales to help provide this important support to councillors. The support is informed by councillors themselves and the officers who support them.

The WLGA has over a decade of experience in providing valued training, development and support to councillors and officers. The WLGA's improvement and support role has however been refocused following the withdrawal of Welsh Government funding in 2015; the WLGA will continue to coordinate and provide strategic national guidance and support to local authorities but will offer a more focused range of bespoke in-house training and support packages to councils and councillors. The WLGA will charge for some services from 1<sup>st</sup> April 2015.

## CORE SERVICES (FREE)

- **Ad hoc guidance to authorities, councillors and officers** on all aspects of councillor support and development
- **Facilitating national councillor and officer networks** to share learning, experiences and expertise, to collaborate on activities such as the production or delivery of councillor training or guidance notes
- **Developing national guidance**, with input from authorities, such as the Wales Charter for Member Support and Development, model member development strategies, role descriptions and development frameworks.
- **Developing induction and training modules and e-learning** for councillors and authorities
- **Representing local government interests and views** to ensure that the needs of councillors are promoted and that the requirements of authorities are reflected in Welsh Government policies, programmes and legislation
- **Signposting authorities** to, and briefing of, consultants and trainers who can provide specialist training and development for councillors in Wales
- **Promoting leading practice and raising standards** of councillor development and support through the Wales Charter for Member Support and Development
- **Supporting councils' arrangements for personal development review for councillors**, including workshops for those involved and undertaking or sourcing peers to undertake reviews for councillors who chose to seek this outside of their local arrangements
- **Liaising with national partners** to ensure any councillor development or training programmes that may be offered in future are appropriate, proportionate and add value



## TRAINING

Coaching, training and workshops will be provided by WLGA officers, unless otherwise specified or requested.

**Councillor skills workshops:** £200 plus VAT

- **Chairing skills for councillors:** An interactive workshop covering the key skills required to chair meetings effectively. This provides councillors with some examples of good practice and encourages them to consider their own performance as chairs or vice chairs.
- **Chairing skills for scrutiny:** A similar workshop catering for the specialist needs of the chairs of overview and scrutiny committees.
- **Scrutiny Questioning skills:** An interactive workshop on outcome focused questioning strategies and techniques for scrutiny committee members.
- **Effective scrutiny:** An opportunity for scrutiny members to review their approaches to outcome focused scrutiny which makes an impact.
- **How to be a mentor:** An interactive workshop where members have opportunities to develop practical skills in mentoring new or inexperienced members.
- **Similar bespoke workshops on request** where expertise is available in the WLGA. For example induction workshops.

Workshops are typically 2hrs. Maximum numbers 15 councillors per workshop. Workshops can be delivered to councillors from one or a group of authorities.

- **Other skills or subject matters:** The WLGA aims to be responsive and, on request, will seek to signpost to relevant trainers or may deliver and/or commission other sessions in response to emerging councillor development and training needs where possible. Fees may vary depending on whether additional external trainers are required.

**Regional/National Workshops on new or key areas of councillor skills and knowledge:** £75 plus VAT per delegate (4 for the price of 3 for multiple bookings).

**Individual Coaching for Councillors:** £200 plus VAT for 4 confidential sessions (plus cost of any psychometrics). Sessions will be provided by a WLGA qualified coach, to help councillors address current or new challenges, role changes or personal skills.

**Individual Support for Chairs:** £400 plus VAT. Confidential one-to-one support for chairs focusing on improving confidence and performance in meetings and on webcasts. This would include observation of meetings, feedback on performance and 3 coaching sessions

## FOR FURTHER INFORMATION, CONTACT:

**Sarah Titcombe**

**Policy and Improvement Officer (Democratic Services) 029 20468638**

[sarah.titcombe@wlga.gov.uk](mailto:sarah.titcombe@wlga.gov.uk) [www.wlga.gov.uk](http://www.wlga.gov.uk) @welshlga

# Agenda Item 8

## Report of the Chair

### Scrutiny Programme Committee – 10 August 2015

#### SCRUTINY WORK PROGRAMME 2015/16

<b>Purpose</b>	This report reviews current work and invites the committee to consider new scrutiny activities, taking into account feedback from the recent Scrutiny Work Planning Conference.
<b>Content</b>	The current work programme is attached, including a plan for future committee meetings, for panels and working groups, and proposals for new work.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• accept or make changes to the scrutiny work programme</li><li>• agree proposals for new scrutiny activities</li><li>• plan for the committee meetings ahead</li><li>• review progress of established panels and working groups</li><li>• consider opportunities for pre-decision scrutiny</li></ul>
<b>Lead Councillor</b>	Councillor Mary Jones, Chair
<b>Lead Officer</b>	Dean Taylor, Director – Corporate Services
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

#### 1. Introduction

1.1 The 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 work of scrutiny aims to:

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

It also needs to be:

- manageable, realistic and achievable given resources available
- relevant to council priorities
- adding value and having maximum impact
- coordinated and avoid duplication

- 1.4 The work of scrutiny is undertaken primarily in three ways – through the committee itself, by establishing informal panels or via one-off working groups.
- 1.5 Scrutiny will regularly send letters to Cabinet Members communicating findings, views and recommendations for improvement and, where appropriate, by producing reports. Inquiry panels 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. Inquiry panels will reconvene to follow up on the implementation of agreed recommendations and the impact of their work – usually 6-12 months following cabinet decision.
- 1.6 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 and letters relating to all scrutiny activities are published on-line: <http://swansea.gov.uk/scrutinypublications>.

## **2. Scrutiny Work Programme**

### **2.1 Scrutiny Programme Committee:**

- 2.1.1 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. This should be kept under review to ensure it represents a robust and effective plan.
- 2.1.2 Committee members should review and confirm items for the next and future meetings giving specific consideration to who should attend 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.
- 2.1.3 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.

2.1.4 Committee Review - the review of the Gypsy & Traveller Site Search Process (commenced in February 2014) is being carried out via special meetings of the Scrutiny Programme Committee. Evidence gathering has now been completed and a final report is being prepared to conclude this review.

2.2 Panels and Working Groups:

2.2.1 **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 their current position.

2.2.2 For further information a contact list for lead scrutiny members and officers is also contained in **Appendix 4**.

2.3 New Topics:

2.3.1 At the last meeting the committee discussed what additional work should be included in the work programme, reflecting on feedback from the Scrutiny Work Planning Conference. The committee thought about whether anything important was missing, the balance across Cabinet portfolios and aligning scrutiny work more closely with corporate priorities. A proposal for new work, based on that discussion, is attached for agreement (**Appendix 5**).

3. **Public Requests for Scrutiny / Councillor Calls for Action**

3.1 None received.

4. **Financial Implications**

4.1 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.

5. **Legal Implications**

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

**Background papers:** None

Legal Officer: Tracey Meredith

Finance Officer: Carl Billingsley

Appendices:

Appendix 1: 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

Appendix 4: Scrutiny Councillor / Officer Leads

Appendix 5: Proposal for New Work

## Scrutiny Programme Committee – Work Plan

### Standing Agenda Items:

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

### Items for Specific Meetings:

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

<b>10 Aug</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Deputy Leader / Cabinet Member for Services for Children &amp; Young People</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Child &amp; Family Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel's work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Councillor Support and Development</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion on training and development needs develop knowledge and skills</li> <li>• Consideration of services on offer from the WLGA</li> </ul>
<b>14 Sep</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Education</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel's work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Children &amp; Young People's Rights</li> </ul>	<ul style="list-style-type: none"> <li>• To consider report from Director – People on involvement of scrutiny in assessing the Children &amp; Young People's Rights Scheme, and possible actions in relation to training needs and becoming champions for this work</li> </ul>
	<ul style="list-style-type: none"> <li>• Final Inquiry Reports: § Education Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Cheryl Philpott, prior to submission to Cabinet for decision</li> </ul>
<b>12 Oct</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Environment &amp; Transportation</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Local Service Board Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Convener attending to update on headlines from the Panel's work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Annual Local Government Performance Bulletin 2014-15</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure awareness of content of the Local Government Data Unit ~ Wales report and use to support the scrutiny of service performance</li> </ul>
<b>9 Nov</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Transformation &amp; Performance</li> </ul>
	<ul style="list-style-type: none"> <li>• Council Priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Update from Director - Corporate Services, on council priorities, strategic challenges, key decisions</li> </ul>
	<ul style="list-style-type: none"> <li>• Children &amp; Young People's Rights Scheme – Progress Report</li> </ul>	<ul style="list-style-type: none"> <li>• To discuss annual progress report on implementation of Children &amp; Young People's Rights Scheme, and consider impact (scheme was agreed by Cabinet in October 2014)</li> </ul>
	<ul style="list-style-type: none"> <li>• Scrutiny / Audit Committee Coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Audit to attend to share work plan of Audit Committee. Discussion to ensure: <ul style="list-style-type: none"> <li>- mutual awareness and understanding of respective work plans and co-ordination</li> <li>- issues relating to work programmes can be discussed</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>Progress Report – Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Chris Holley, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
<b>14 Dec</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Finance &amp; Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Child &amp; Family Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>Final Inquiry Reports: § School Governance</li> </ul>	<ul style="list-style-type: none"> <li>To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Fiona Gordon, prior to submission to Cabinet for decision</li> </ul>
<b>11 Jan</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Services for Anti Poverty</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
<b>8 Feb</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Services for Adults &amp; Vulnerable People</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Chris Holley, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>Final Inquiry Reports: § CAMHS</li> </ul>	<ul style="list-style-type: none"> <li>To receive the final report (including conclusions and recommendations) of the Inquiry Panel from the convener, prior to submission to Cabinet for decision</li> </ul>
<b>14 Mar</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Wellbeing &amp; Healthy City</li> </ul>
	<ul style="list-style-type: none"> <li>Crime &amp; Disorder Scrutiny (TBC)</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Child &amp; Family Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>

<b>11 Apr</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Enterprise, Development &amp; Regeneration</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
<b>9 May</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Housing &amp; Communities</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Local Service Board Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Convener attending to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Annual Work Plan Review</li> </ul>	<ul style="list-style-type: none"> <li>• To reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny</li> </ul>

**Other:**

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

**To be scheduled:**

<ul style="list-style-type: none"> <li>• Scrutiny / Democratic Services Committee Liaison</li> </ul>	<ul style="list-style-type: none"> <li>• Six monthly presentation by the Chair &amp; Vice-Chair of Democratic Services Committee and Head of Democratic Services (joint committee meeting being arranged).</li> <li>• Cabinet Member for Transformation &amp; Performance to be invited to attend to discuss scrutiny / cabinet liaison and relationship, and impact of scrutiny</li> </ul>
<ul style="list-style-type: none"> <li>• Public Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• To consider revision of SPC agenda (and procedure rules) to increase public participation e.g. introducing a public question time</li> </ul>



Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
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**FORWARD PLAN**  
**Internal Plan 2015 - 2016**

<b>Disposal of School Land Policy.</b>	The Council needs to determine its process for disposing of school land. This report will highlight the options for Cabinet to consider.	Chris Sivers	Cabinet Member - Education	Cabinet	20 Aug 2015
<b>Council Tax - Help for Pensioners.</b>	To continue the scheme for providing additional reductions in council tax for pensioners who qualify for partial council tax reduction.	Mike Hawes	Cabinet Member - Finance and Strategy (Leader)	Cabinet	20 Aug 2015
<b>Review of the Gambling Policy.</b>	The report sets out the legislative requirements for reviewing the Gambling Policy, details the proposed changes to the policy to be issued for consultation and provides information on the new concept of local area profiles.	Lynda Anthony	Cabinet Member - Wellbeing and Healthy City	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
<b>City &amp; County of Swansea Pupil Referral Unit (PRU) Management Committee Instrument of Government and Terms of Reference.</b>	<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>	<p>Frazer Newbury</p>	<p>Cabinet Member - Education</p>	<p>Cabinet</p>	<p>20 Aug 2015</p>

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<p><b>Western Bay Health and Social Care Programme - Regional Adoption Service.</b></p>	<p>The provision of Financial Support to Adopters is part of the wider remit of the Local Authority's responsibilities for supporting adopted children and families. It is guided by the Adoption Support Services (Local Authorities) (Wales) Regulations 2005 (made under the Adoption and Children Act 2002).</p> <p>The report outlines the proposals for a Financial Support policy that will be consistent across the region but will allow for each local authority adoption agency to retain accountability and control of their own budget. It should be noted, however, that any proposals agreed are likely to be influenced by developments across Wales through the work that is due to be undertaken by the National Adoption</p>	<p>Val Jones</p>	<p>Cabinet Member - Services for Children and Young People (Deputy Leader)</p>	<p>Cabinet</p>	<p>20 Aug 2015</p>

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>21st Century Schools Programme - YGG Lonlas.</b>	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
<b>The Swansea Story.</b>	The Council has developed a single corporate story for the public, staff and other stakeholders.	Lee Wenham	Cabinet Member - Finance and Strategy (Leader)	Cabinet	20 Aug 2015
<b>Contract Award Report - National Procurement Service Framework Agreement for the Supply of Liquid Fuels (NPS-FT-0016-15).</b>	National Procurement Service Framework Agreement for the Supply of Liquid Fuels.	Mark Barrow	Cabinet Member - Environment and Transportation	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
<b>Contract Award Report - National Procurement Service Framework Agreement for Vehicle Hire for Cars and Light Commercial Vehicles Under 3.5 Tonnes.</b>	National Procurement Service Framework Agreement for Vehicle Hire for Cars and Light Commercial Vehicles Under 3.5 Tonnes.	Mark Barrow	Cabinet Member - Environment and Transportation	Cabinet	20 Aug 2015
<b>Approval of draft Shopfront and Commercial Frontages Supplementary Planning Guidance for public and stakeholder consultation.</b>	The report provides a summary of the draft SPG document in terms of: <ul style="list-style-type: none"> <li>§ Its aims/objectives</li> <li>§ How it has been compiled</li> <li>§ Summary of the draft design guidance</li> <li>§ Public and stakeholder consultation plan</li> </ul>	Steve Smith	Cabinet Member - Enterprise, Development and Regeneration	Cabinet	17 Sep 2015

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<p><b>Adoption of the Ffynone and Uplands Conservation Area: Character Appraisal and Management Plan as Supplementary Planning Guidance and approval to serve a draft article 4 designation to reduce permitted development rights.</b></p>	<p>The report provides a summary of the final SPG document in terms of:</p> <ul style="list-style-type: none"> <li>§ Its aims/objectives</li> <li>§ How it has been compiled</li> <li>§ The character appraisal for the area</li> <li>§ The management plan for the area</li> <li>§ Outline of the draft article 4 direction that is proposed to be served on selected properties (this will require further consultation and a report back to the Planning Committee)</li> </ul> <p>Ultimately the document will become a material planning consideration for all developments and alterations in the conservation area.</p>	Steve Smith	Cabinet Member - Enterprise, Development and Regeneration	Cabinet	17 Sep 2015

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>Contract Award Report for Security Services.</b>	This Contract Award Report is submitted to Cabinet to seek approval to award a contract for 5 years for the provision of Static Guarding, Key holding, Opening and Closing of Premises and Mobile Patrols for various establishments owned by the City & County of Swansea as described in the tender documentation.	Gary Page	Cabinet Member - Communities and Housing	Cabinet	17 Sep 2015
<b>More Homes - Location for Pilot Scheme.</b>	To approve the location of the pilot scheme of new Council Housing and budget provision to take the scheme forward.	David Evans	Cabinet Member - Communities and Housing	Cabinet	17 Sep 2015

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<p><b>Tall Building Strategy (Draft Revision).</b></p>	<p>In January 2015 Cabinet approved a draft Swansea City Centre Strategic Framework Review (SCCSFR), which sets identifies a new role for the City centre, and its potential for regeneration. In order to implement the new vision and aspirations highlighted in the SCC SFR there is considered to be a need to revisit the extent of the areas where tall buildings will be supported.</p>	<p>Gail Evans</p>	<p>Cabinet Member - Enterprise, Development and Regeneration</p>	<p>Cabinet</p>	<p>17 Sep 2015</p>
<p><b>Award of Framework Contract for Provision of Taxi Services.</b></p>	<p>To seek Cabinet approval to award a framework contract for the procurement of taxi services.</p>	<p>Cath Swain</p>	<p>Cabinet Member - Education</p>	<p>Cabinet</p>	<p>17 Sep 2015</p>



Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>Western Bay Section 33 Agreement for Intermediate Care Services.</b>	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	15 Oct 2015

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<p><b>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.</b></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

Details of the Decision to be taken	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision
<b>Delivering for Swansea - Corporate Plan 2015/17 - update for 2016/17.</b>	To publish updates and revisions to the Council's Corporate Plan for 2015/17.	Richard Rowlands	Cabinet Member - Finance and Strategy (Leader)	Cabinet	17 Mar 2016

# Scrutiny Work Programme 2015-16

# Appendix 3a

ACTIVITY	May	June	July	August	September	October
<b>Scrutiny Programme Committee</b>	19		9* 13	10	14	12
<b>Inquiry Panels</b>						
<b>Current:</b>						
Social Care at Home (started Jan 2014)						
Education Inclusion (started Feb 2014)	5 11 22	15 29	3 6 21	6		
Corporate Culture (started Dec 2014)	13					
School Governance (started May 2015)		26	9 15 30		8	
<b>Follow Up:</b>						
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)				25		
Streetscene (Cabinet 14/4/15)						
	<b>Key for Inquiries:</b>					
	<b>Scoping</b>		<b>Evidence Gathering</b>		<b>Final Report</b>	<b>Cabinet</b>
	<b>Follow Up</b>					
<b>Performance Panels</b>						
Service Improvement & Finance	13	10	8	12	16	14
Schools	18	18		13	10 21	8
Child & Family Services	11	8	6	10	28	26
Local Service Board (multi-agency panel)			27		14	12
<b>Other Panels / Working Groups</b>						
Transformation of Adult Social Services		1 29	27	24	21	19
Local Flood Risk Management						
Sustainability		9				
Child & Adolescent Mental Health Services (pre-in					29	

## 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 scheduled for Cabinet meeting on 20 August.

#### 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's final report is being presented to Cabinet on 20 August.

#### 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 Panel on the 6 August will 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 and has begun collecting evidence. The first evidence gathering sessions have taken place (governors' organisations and feedback from a recent governors' conference) and the Panel is due to hear from Estyn on the 30 July.

Projected End Date: December 2015

## 2. Pre-Inquiry Working Groups:

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

The Working Group was postponed and will now be held September. 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	25 Sept 2015
Streetscene	14 April 2015	14	4	3	Nov 2015

#### 4. Performance Panels:

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

The Service Improvement & Finance Panel will at their next meeting on 12 August have Q & A sessions with Cllr Clive Lloyd and Cllr Mark Child. Cllrs Lloyd and Child will discuss the impact and implementation of budget decisions within their portfolios before taking questions from the Panel.

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

The Schools Performance Panel will at their next meeting on 13 August meet with the Chief Education Officer to discuss implications of the Special Educational Needs /Alternative Learning Needs reform. Following that on the 10 September 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)

The Panel on 27 July met with Euros Owen who presented an overview of the Older People's Independence priority. Chris Sivers, Director of People also attended the meeting and answered questions from the Panel. The Panel will consider the next steps for its work plan and how it will move forward to explore the work of the Local Service Board within this topic. The Panel agreed to move from bi-monthly to monthly meetings from September onwards.

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

See separate report - item 6 of the agenda.

#### 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 27<sup>th</sup> July to discuss Network Hubs. The panel was due to meet with partners from ABMU but they were unable to attend due to the re-structure of the health board. The panel was informed that Jan Worthing will no longer be the locality director and will be replaced by Hilary Dover (Primary and Community Services Director).

The panel agreed to move the session on Network Hubs to the meeting on August 24th so that Hilary Dover, Sharon Miller and Karen Gronhert can all attend. The panel did however receive a verbal briefing from the Head of Adult Services on the purpose of Network Hubs, where they are located and how they operate.

The panel also heard feedback from the members who attended the Domiciliary Care Commissioning Review workshop held on 17<sup>th</sup> July. The panel discussed the most appropriate way for scrutiny to engage with this review to ensure it added value and that its views were considered. The panel agreed that it was appropriate to be involved at the gateway stages and workshop meetings. The Cabinet Member agreed to examine how other commissioning reviews have engaged with scrutiny.

b) **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.

NOTE: Other Working Groups are to be agreed by the committee taking into account previously identified topics and new topics suggested. These will be convened in the future as time and resources allow, in the order of priority agreed by the committee.



## Appendix 4

### Lead Scrutiny Councillor / Officer Contacts:

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

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

<b>Transformation of Adult Social Services</b>	Bob Clay <a href="mailto:cllr.bob.clay@swansea.gov.uk">cllr.bob.clay@swansea.gov.uk</a>	Delyth Davies (01792 637491) <a href="mailto:delyth.davies@swansea.gov.uk">delyth.davies@swansea.gov.uk</a>
<b>Local Flood Risk Management</b>	Susan Jones <a href="mailto:cllr.susan.m.jones@swansea.gov.uk">cllr.susan.m.jones@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>

## Scrutiny Work Programme - Proposal for New Work:

Potential **INQUIRIES** on:

### 1. Building Sustainable Communities

- To understand objectives, actions, outcomes around this council priority.
- Assessment of progress, achievements, impact
- To identify possible contribution of scrutiny to what needs improving e.g. work around community asset transfer / supporting community involvement)

### 2. Tackling Poverty

- To understand issues, objectives, actions, outcomes around this council priority
- Assessment of progress, achievements, impact
- To identify possible contribution of scrutiny to what needs improving e.g. work around targeting resources, partnership working, community engagement)

*(NB – this would take the place of previously agreed Target Areas WG)*

### 3. Sustainability - Food Security *(recommended by Sustainability Scrutiny Working Group)*

- Panel to develop terms of reference for inquiry, based on issues identified:
  - a. 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.
  - b. How to reduce the length of food chains in particular in relation to key food items.
  - c. Procurement practices including ensuring using the right balance of local growers / providers
  - d. More local food growing encouraged (given that agriculture in Wales has reduced by 10% in the last 10 years)
  - e. 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
  - f. The benefits of local growing in relation to health, wellbeing and community cohesion including the issue of food poverty in deprived areas
  - g. The role of the local authority in the leadership and facilitation of this agenda with both the public and private sector.
  - h. Our longer term plans and aspirations in this area including looking at future generation implications.

### 4. Transition from Children to Adult Social Care

- To have briefing on process relating to service transition and issues concerning provision of support and care during transition
- To identify possible focus for scrutiny inquiry

Potential **WORKING GROUPS** (one-offs):

**1. Civic Events**

- the relevant cabinet member / officer will be requested to provide a report to enable the Working Group to discuss and consider the organisation, support for and management of civic events.

**2. Welsh Housing Quality Standard**

- this was a request from the Affordable Housing Scrutiny Inquiry Panel. The relevant cabinet member / officer will be requested to provide a report to enable the Working Group to consider the Council's progress towards achieving the Welsh Housing Quality Standard within its social housing stock.

**3. Tethered Horses**

- the relevant cabinet member / officer will be requested to provide a report covering policy and practice in relation to issue of tethered horses, and extent of problem. Issues raised about horse welfare, impact on local communities and council resources. Questions to be put, including whether any learning from examples / actions elsewhere.

**4. Corporate Building Services**

- the relevant cabinet member / officer will be requested to provide a report covering assessment of current service (objectives and achievements, procedures and practice, value for money, challenges, improvement plans etc) for questions and discussion. Some issues raise in relation to procurement, costs / competitiveness, joined up working across the Council.

**5. Roads / Highway Maintenance**

- 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.

The above proposal includes topics that were outstanding from the 2014/15 work programme. Working Groups will be convened in the future as time and resources allow, in the order of priority shown.

**REFERRAL ELSEWHERE:**

**1. Procurement Service**

- Service Improvement & Finance Performance Panel to request report covering assessment of current service (objectives and achievements, procedures and practice, value for money, challenges, improvement plans etc) for questions and discussion.

# Agenda Item 9

## Report of the Chair

### Scrutiny Programme Committee – 10 August 2015

#### MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS

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

#### 1. Introduction

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

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

- 2.1 Proposed Child & Adolescent Mental Health Services Inquiry

ADD Councillor Elliot King

The committee needs to appoint an interim convener – in place of Councillor Hazel Morris - for this work. A pre-inquiry Working Group meeting is due to take place in September. Councillor King has expressed an interest in acting as lead member for this work.

The revised membership will be:

**Labour Councillors: 8**

Uta Clay	Elliot King
Fiona Gordon	Erika Kirchner
Terry Hennegan	David Lewis
Yvonne Jardine	<b>Hazel Morris (CONVENER)</b>

**Liberal Democrat Councillors: 3**

Mary Jones	Cheryl Philpott
Paul Meara	

**Independent Councillor: 1**

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

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

**3. Legal Implications**

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

**4. Financial Implications**

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

Background Papers: None

Legal Officer: Tracey Meredith

Finance Officer: Carl Billingsley

# Agenda Item 10

## Report of the Chair

### Scrutiny Programme Committee – 10 August 2015

#### SCRUTINY LETTERS

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

#### 1. Introduction

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

#### 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:

	<b>Activity</b>	<b>Meeting Date</b>	<b>Correspondence</b>
a.	Attainment & Wellbeing Inquiry Panel (follow up)	11 Jun	Letter to / from Cabinet Member for Services for Children & Young People
b.	Economic Inactivity Inquiry Panel (follow up)	24 June	Letter to Cabinet Member for Enterprise, Regeneration & Development
c.	Committee	13 July	Letter to Leader

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.

### 4. Legal Implications

4.1 There are no legal implications.

### 5. Financial Implications

5.1 There are no financial implications.

Background Papers: None  
 Legal Officer: Tracey Meredith  
 Finance Officer: Carl Billingsley

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

Ave. Response Time (days): 16 (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





City And County Of Swansea

Dinas A Sir Abertawe

**Councillor Christine Richards**  
Cabinet Member for Services for  
Children and Young People

**Councillor Jennifer Raynor**  
Cabinet Member for Education

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**Scrutiny**

**01792 637256**

scrutiny@swansea.gov.uk

29 June 2015

**BY EMAIL**

**Summary:** This is a letter from the Attainment and Wellbeing Scrutiny Inquiry Panel to the Cabinet Member for services to children and young people and for Education following the meeting of the Panel on the 11 June 2015. It is to follow up on impact of a previous scrutiny inquiry into Attainment and Wellbeing in Schools in Swansea.

Dear Councillor Richards and Councillor Raynor,

**Attainment and Wellbeing Scrutiny Inquiry Impact – 11 June 2015**

The Panel would like to thank you and officers for attending our meeting on the 11 June and for providing us with the impact report on the scrutiny recommendations arising from the inquiry into attainment and wellbeing across schools in Swansea.

We were pleased to hear that the UNCRC and Rights Respecting schools aspects have been particularly successful and would like to congratulate schools and the council alike for this important progress which is helping to improve the school lives of many children across Swansea.

We do still have some concerns around the progress made in relation to the aspects of the report relating to school governors including, for example, Recommendation 6 which was about encouraging a wider range of people with different knowledge and skills sets to become governors. We did feel that the authority is not being proactive enough in this area. The impact of recommendations 4, 6, 7 and 8 have not produced the outcomes we would have hoped at this point so we will refer them onto the recently convened School Governance Scrutiny Inquiry for inclusion in their work.

**Your Response**

Could you please provide us with further information in relation to progress/impact in relation to Recommendation 3 which was not included within the impact report

Scrutiny / Craffu

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

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

discussed on the 11 June (see below for summary of recommendations mentioned in this letter).

We look forward to hearing from you in due course.

Yours sincerely,

Councillor Fiona Gordon

**Convener, Attainment and Wellbeing Scrutiny Inquiry**

✉ [Cllr.fiona.gordon@swansea.gov.uk](mailto:Cllr.fiona.gordon@swansea.gov.uk)

#### **Recommendations mentioned in letter:**

##### **Recommendation 4**

*Investigate different media for the wider training of governors including the use and availability of online training tools and involvement in appropriate inset days and in wider all school training.*

**Completed** – yes, partially

**Progress** - The outcome to ensure the UNCRC and Wellbeing are an integral part of the Governor Training Programme has been achieved within the recommended timeframes. It is not possible at the present time to consider offering on-line training for governors specifically on UNCRC. The focus for developing on-line training (across Wales) for governors will be the mandatory elements of governor training. It may be possible to review this at some time in the future and for Swansea to consider developing an on-line training option for UNCRC governor training when all mandatory elements have been embedded on-line. There will, however, be costs incurred to develop this package and given current financial constraints and forecast budgets over the next few years it is highly likely that funding will not be available to pursue this option.

- The panel felt this had not move ahead substantially and would like to follow up on this further. This will therefore be referred to the School Governance Scrutiny Inquiry Panel for further work.

##### **Recommendation 6**

*Work to encourage a wider range of people to become governors with a wide variety of skills and knowledge and that are truly reflective of wider society.*

**Completed** – yes, partially

**Progress** - The outcomes to ensure more school governors who reflect a wider community interest and are trained and have appropriate skills is in progress and ongoing and will be achieved within the timeframes of the recommendation.

- The panel felt that we need to do more in this area and that the authority is not being proactive enough in this area. The panel will therefore refer this recommendation onto the Governance Scrutiny Inquiry for further input.

##### **Recommendation 7**

*It develops 'questions to ask' guidance in relation to wellbeing in schools for governors using the issues identified in section 3.12 and in consultation with Headteachers and governing bodies. This should be made available online for schools and governors to access.*

**Completed:** No

**Progress:** The outcome for Governing Bodies to appoint a wellbeing link governor is in development and will be achieved in 2015/16.

- As this is in process of being developed the panel felt that the Governance Inquiry could input into this further and there refer it to them.

##### **Recommendation 8**

*It facilitates the introduction of a system leaders approach within governing bodies. That is new chairs of governors being supported by experienced governors from other schools across the regions and new governors offered a buddy system from within the individual governing Body.*

**Completed:** yes, partially

**Progress:** The outcome to continue with existing support arrangements for Governors and influencing the introduction of a system leaders approach has partially been achieved and continues to be developed in 2015/16.

- As this is in process of being developed the panel felt that the Governance Inquiry could input into this further and there refer it to them.



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

Councillor Fiona Gordon  
Convenor, Attainment & Wellbeing  
Scrutiny Inquiry

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Councillor Christine Richards  
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**BY EMAIL**

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Date / Dyddiad:

13 July 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 Gordon

**Attainment & Wellbeing Scrutiny Inquiry Impact – 11 June 2015**

Thank you for your convenors letter dated 29 June 2015.

**Recommendation 3**

Schools develop the curriculum for PSE taking careful account of their pupils needs. There are differences school to school. Schools do draw on the expertise of professionals from other organisations to deliver the PSE curriculum.

**Recommendation 4**

The online training module for new governors has been completed and is being finally considered by ERW colleagues in a meeting in August. It is hoped to refine the module for it to go live at the onset of the Autumn Term 2015.

**Recommendation 6**

The local authority has no jurisdiction over the appointment of parent, community, teacher and staff governors. Currently, there has been no formal centralised assessment of the make-up of individual governing bodies to assess the skills and experience on each governing body.

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

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**DINAS A SIR ABERTAWE**

- 2 -

Many governing bodies currently have very able, talented, knowledgeable governors with an overall appropriate skill mix. The School and Governor Unit encourages governing bodies to undertake a skills audit of their members.

It is planned to issue a skills matrix to all governing bodies in the Autumn Term 2015 in order to identify those governing bodies with effective skill mix and those in need of support to attract applicants with appropriate skills to join their governing body as and when vacancies arise.

**Recommendation 7**

The appointment of wellbeing link governors will be a focus in the next academic year. An example of the role of the wellbeing link governor will be drawn up and distributed to schools in the Autumn Term 2015. Wellbeing governors will be targeted to attend wellbeing governor training. Courses will be delivered by Jane Whitmore and colleagues.

**Recommendation 8**

The role and staffing complement for challenge advisers has only been formalised during the current academic year. It will be necessary to build further on this in the coming academic year to identify support for chairs of governing bodies and introduce a buddy system to support new chairs of governors and those in need of development. It is further planned to identify effective chairs and governors of governing bodies to provide mentoring support for other governing bodies.

Yours sincerely

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

**COUNCILLOR JENNIFER RAYNOR**  
**CABINET MEMBER FOR EDUCATION**

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

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City And County Of Swansea

Dinas A Sir Abertawe

**Councillor Christine Richards**  
Cabinet Member for Services for  
Children and Young People

**Councillor Jennifer Raynor**  
Cabinet Member for Education

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**Scrutiny**

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**BY EMAIL**

29 June 2015

**Summary:** This is a letter from the Attainment and Wellbeing Scrutiny Inquiry Panel to the Cabinet Member for services to children and young people and for Education following the meeting of the Panel on the 11 June 2015. It is to follow up on impact of a previous scrutiny inquiry into Attainment and Wellbeing in Schools in Swansea.

Dear Councillor Richards and Councillor Raynor,

**Attainment and Wellbeing Scrutiny Inquiry Impact – 11 June 2015**

The Panel would like to thank you and officers for attending our meeting on the 11 June and for providing us with the impact report on the scrutiny recommendations arising from the inquiry into attainment and wellbeing across schools in Swansea.

We were pleased to hear that the UNCRC and Rights Respecting schools aspects have been particularly successful and would like to congratulate schools and the council alike for this important progress which is helping to improve the school lives of many children across Swansea.

We do still have some concerns around the progress made in relation to the aspects of the report relating to school governors including, for example, Recommendation 6 which was about encouraging a wider range of people with different knowledge and skills sets to become governors. We did feel that the authority is not being proactive enough in this area. The impact of recommendations 4, 6, 7 and 8 have not produced the outcomes we would have hoped at this point so we will refer them onto the recently convened School Governance Scrutiny Inquiry for inclusion in their work.

**Your Response**

Could you please provide us with further information in relation to progress/impact in relation to Recommendation 3 which was not included within the impact report

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discussed on the 11 June (see below for summary of recommendations mentioned in this letter).

We look forward to hearing from you in due course.

Yours sincerely,

Councillor Fiona Gordon

**Convener, Attainment and Wellbeing Scrutiny Inquiry**

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#### **Recommendations mentioned in letter:**

##### **Recommendation 4**

*Investigate different media for the wider training of governors including the use and availability of online training tools and involvement in appropriate inset days and in wider all school training.*

**Completed** – yes, partially

**Progress** - The outcome to ensure the UNCRC and Wellbeing are an integral part of the Governor Training Programme has been achieved within the recommended timeframes. It is not possible at the present time to consider offering on-line training for governors specifically on UNCRC. The focus for developing on-line training (across Wales) for governors will be the mandatory elements of governor training. It may be possible to review this at some time in the future and for Swansea to consider developing an on-line training option for UNCRC governor training when all mandatory elements have been embedded on-line. There will, however, be costs incurred to develop this package and given current financial constraints and forecast budgets over the next few years it is highly likely that funding will not be available to pursue this option.

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**CITY AND COUNTY OF SWANSEA**

**Dinas A Sir Abertawe**

Cllr Robert Francis-Davies, Cabinet  
Member for Enterprise, Development  
& Regeneration

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*Date  
Dyddiad:*

**July 27<sup>th</sup> 2015**

**Summary:** This is a letter from the Economic Inactivity Scrutiny Enquiry Panel to the Cabinet Member for Enterprise, Development & Regeneration, following the meeting of the Panel on the 24 June 2015. It is about the impact of the Economic Inactivity Inquiry Report and its recommendations

Dear Councillor Francis-Davies,

**Economic Inactivity Scrutiny Inquiry – Impact Report, 24 June 2015**

The Panel met on 24 June 2015 to consider the impact report of the Economic Inactivity Scrutiny Inquiry, which concluded in September 2013. The purpose of the meeting was to assess the impact of the report and its recommendations. The Panel's role was to assess what has changed since the report was presented to the Cabinet, whether the agreed recommendations have been implemented and what has been the impact of the inquiry.

The Panel would like to thank you, Phil Holmes, Steve Marshall and Sarah Crawley for attending the meeting to present the report and answer our questions.

**What has changed since the report was presented to the Cabinet ?**

The Panel noted that there have been changes to the wider environment in relation to:

- Funding of regional and national schemes designed to tackle economic inactivity.
- Impact of UK Government austerity measures.

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- Factors such as; the need for more inward investment, the balance of in-work poverty against out of work poverty, sustaining successful start up businesses and matching the skills shortages to the availability of relevant training courses.

### **Have the agreed recommendations been implemented ?**

Overall the Panel was pleased that the majority of our recommendations have been completed and that others have been addressed.

We were interested to note the work of the schemes such as Beyond Bricks & Mortar and Communities First Lift programme, specifically the work around the Workways scheme which provides paid work experience opportunities for participants.

### **What has been the impact of the scrutiny inquiry ?**

One important aim of the meeting was to find out how much impact the inquiry has had. To this end the panel was pleased to hear that the report has helped to raise the profile of the many issues relating to tackling economic inactivity.

### **Worklessness Action Plan**

The Panel were interested to learn that the Economic Equity Delivery Team is now using the driver diagram tool for delivering a 'Worklessness Action Plan,' to guide it's future work. Building upon the recommendations of the report, the team has factored in more recent activity such as developments within the City Centre and Tidal Lagoon into the first stage of the plan

### **Inform Swansea**

We were pleased to see that our recommendation for a single point of entry to pool together information for job seekers has been echoed by other stakeholder groups and to note that our subsequent support for the 'inform Swansea' initiative has encouraged the establishment of the website which is now operational.

### **Youth Engagement Priority or Progression Framework Implementation Plan**

We were encouraged to learn that an initiative from the Youth Engagement Priority Framework Implementation Plan is targeting the recommendation about young people who are considered at risk of becoming NEETS from an earlier age. Formally known as the 'Keeping in Touch' strategy it has resulted in a decrease in the percentage of young people at risk from 8-11% to 3.7%.

### **Activate your Potential**

We were pleased to hear that an ESF project entitled 'Activate your Potential' has been developed to reduce the number of those at risk of becoming NEET amongst 11-16 year olds. The project aims to raise awareness of the relevance of school

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education to future work and prosperity to this group and links to the report recommendation about raising the aspirations of young people in schools.

### **Entrepreneurship events**

We were happy to learn of the very successful response to the recommendation about encouraging entrepreneurship for young people. The Council in conjunction with Gower College has received the prestigious 'Enterprising Britain' award for Swansea. The 'Young Business Dragons' competition encourages young talent and schools compete against each other. A consortium has been formed consisting of two banks, the universities, Gower College and the Council to create a 'Swansea Seed Capital Fund.' This will provide small amounts of funding and large levels of mentoring support to young people wishing to create their own business.

### **Outcomes**

The Panel agreed that consideration of the Inquiry report has contributed to the important work around reducing economic inactivity within Swansea. The recommendations of the report have had a direct impact on the progress and successful outcomes of a number of projects, schemes and initiatives.

Statistics, figures and further information on the outcomes of these schemes and initiatives are attached to this letter.

We are satisfied that the work of the Panel can now be concluded and monitoring of the Inquiry impact report is complete. I hope you find this letter useful and we do not require a formal response.

Yours sincerely,



**Councillor Chris Holley**  
**Convener of the Economic Inactivity Scrutiny Inquiry Panel**  
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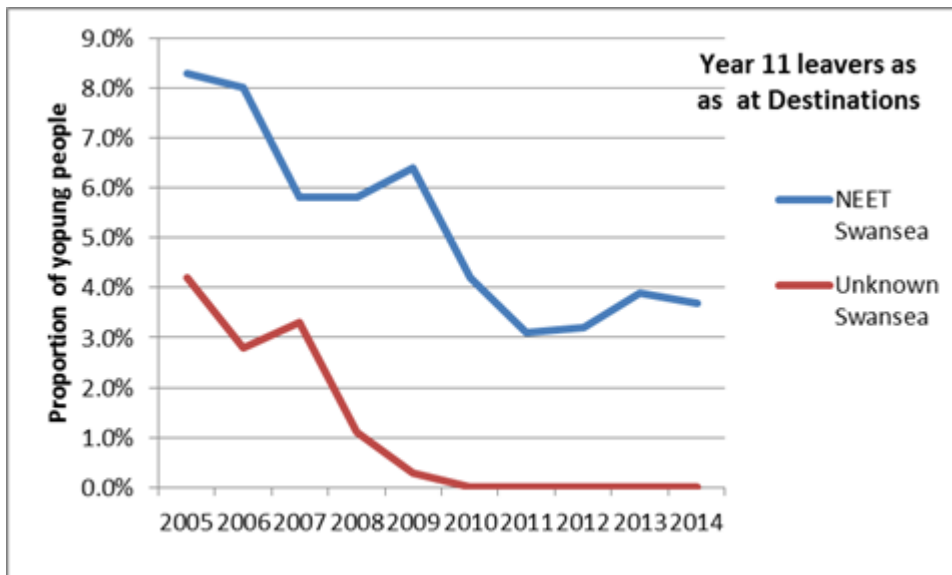
## Additional Information

### Workways and Beyond Bricks and Mortar

Over the life of the South West Workways project the team engaged with 3230 people, 1041 of whom gained employment and 1500 gained other positive outcomes such as training and job interviews, moving them closer to the workplace.

Beyond Bricks and Mortar has been creating work and training opportunities by putting social benefit clauses into 99 contracts issued by the Council and other public sector bodies. 200 people have had jobs and training with 35% being retained after the contract, creating sustainable work for Swansea citizens.

### 'Keeping In Touch' strategy



### Communities First LIFT Programme

See attached table

**Communities First Employment Related Performance Measures 2014-15**

Priority and Performance Measure	EAST			WEST			SOUTH			NORTH EAST			NORTH WEST			CITY WIDE		
	Annual Target	Target to Date	Actual to Date	Annual Target	Target to Date	Actual to Date	Annual Target	Target to Date	Actual to Date	Annual Target	Target to Date	Actual to Date	Annual Target	Target to Date	Actual to Date	Annual Target	Target to Date	Actual to Date
<b>Helping People to Develop Employment Skills and find Work (ages 25+)</b>																		
PC-PM.1.2 Gaining an Employment related qualification													86	86	74	86	86	74
PC-PM.1.3 More Positive and improved confidence about seeking work	80	80	80	45	45	120	119	119	161	80	80	122	180	180	207	504	504	690
PC-PM1.5 Regularly volunteering as a route to work										4	4	8						
PC-PM.1.6 Completing a work experience placement													43	43	39	43	43	39
PC-PM.1.8 Entering Employment	20	20	20	15	15	32	22	22	39	21	21	36	59	59	62	137	137	189
<b>SUB TOTAL</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>60</b>	<b>60</b>	<b>152</b>	<b>141</b>	<b>141</b>	<b>200</b>	<b>105</b>	<b>105</b>	<b>166</b>	<b>368</b>	<b>368</b>	<b>382</b>	<b>770</b>	<b>770</b>	<b>992</b>
<b>Reducing Youth Unemployment and disengagement (ages 16-24)</b>																		
PC-PM.2.2 Gaining an Employment related qualification	8	8	11	8	8	27	8	8	22				13	13	11	37	37	71
PC-PM.2.3 More Positive and improved confidence about seeking work	20	20	20	20	20	127				20	20	28	40	40	39	100	100	214
PC-PM.2.5 Completing a work experience placement													7	7	7	7	7	7
PC-PM.2.9 Entering Employment										8	8	11	26	26	29	34	34	40
<b>SUB TOTAL</b>	<b>28</b>	<b>28</b>	<b>31</b>	<b>28</b>	<b>28</b>	<b>154</b>	<b>8</b>	<b>8</b>	<b>22</b>	<b>28</b>	<b>28</b>	<b>39</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>178</b>	<b>178</b>	<b>332</b>
<b>TOTAL</b>	<b>128</b>	<b>128</b>	<b>131</b>	<b>88</b>	<b>88</b>	<b>306</b>	<b>149</b>	<b>149</b>	<b>222</b>	<b>133</b>	<b>133</b>	<b>205</b>	<b>454</b>	<b>454</b>	<b>468</b>	<b>948</b>	<b>948</b>	<b>1,324</b>

Priority and Performance Measure	NORTH WEST - LIFT ONLY			NORTH WEST- Non-LIFT ONLY		
	Annual Target	Target to Date	Actual to Date	Annual Target	Target to Date	Actual to Date
<b>Helping People to Develop Employment Skills and find Work (ages 25+)</b>						
PC-PM.1.2 Gaining an Employment related qualification	86	86	74			
PC-PM.1.3 More Positive and improved confidence about seeking work				180	180	207
PC-PM.1.5 Regularly volunteering as a route to work						
PC-PM.1.6 Completing a work experience placement	43	43	39			
PC-PM.1.8 Entering Employment	14	14	14	45	45	48
<b>SUB TOTAL</b>	<b>143</b>	<b>143</b>	<b>127</b>	<b>225</b>	<b>225</b>	<b>255</b>
<b>Reducing Youth Unemployment and disengagement (ages 16-24)</b>						
PC-PM.2.2 Gaining an Employment related qualification	13	13	11			
PC-PM.2.3 More Positive and improved confidence about seeking work				40	40	39
PC-PM.2.5 Completing a work experience placement	7	7	7			
PC-PM.2.9 Entering Employment	10	10	10	16	16	19
<b>SUB TOTAL</b>	<b>30</b>	<b>30</b>	<b>28</b>	<b>56</b>	<b>56</b>	<b>58</b>
<b>TOTAL</b>	<b>173</b>	<b>173</b>	<b>155</b>	<b>281</b>	<b>281</b>	<b>313</b>



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

**To/  
Councillor Rob Stewart,  
Leader of the Council**

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**SPC/2015-16/1**

*Your Ref  
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*Date  
Dyddiad:*

**03 August 2015**

Summary: This is a letter from the Scrutiny Programme Committee to the Leader of the Council following the meeting of the Committee on the 13<sup>th</sup> July 2015. It reflects on the question and answer session held with the Leader about his responsibilities as Leader and chair of Cabinet, including the budget, commercialism in the council, city centre, developments, adult social care and the Local Service Board.

Dear Councillor Stewart,

**Cabinet Member Question Session – 13 July**

Thank you for your attendance at the Scrutiny Programme Committee on 13 July 2015 answering questions on your work. We focused on your role as Leader and chair of Cabinet, and wanted to 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, where necessary, raise any outstanding issues / actions for your response. The main issues discussed are summarised below:

**Budget**

You highlighted the current challenging financial position and projections. You were particularly pleased with progress against savings targets however stated that the situation remained very difficult. You indicated that there would be in-year cuts in Welsh Government funding that would affect local government across Wales and anticipated the need to find additional savings. For Swansea this would mean losing around an additional £3.5m which would threaten grant funded services; money which the authority cannot replace.

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You felt this one was of major challenges ahead as cuts will have an impact on continuing improvement and needed a strategic refocusing of services. You referred to a number of commissioning reviews of various services, underway as part of the Sustainable Swansea Programme, including adult social care. You also told us that you were learning from authorities elsewhere, looking at what they have done in dealing with the impact of significant cuts.

You also highlighted the importance of ambition, innovation and creativity to future improvement and success for the City and County. You questioned the UK policy of continuing cuts against the need for growth, particularly in Swansea and the region. As an example you talked about plans for a new council house building programme.

### **Commercialism in the Council**

You stressed the importance of exploring ways to generate income to reduce to impact of budget cuts and loss of grants, in order to protect services and jobs. We discussed the investment the council is making in this new approach. We heard that you were looking to progress a number of schemes to make the council more commercial and business-like.

The committee did highlight the need for oversight of the approach to ensure that decisions about commercial ventures are made at the appropriate level between members and officers i.e. to encourage innovative approaches but ensure a clear framework so that schemes can stand up to scrutiny. You recognised that this was new territory and required a degree of cultural change within the organisation for members as well as officers.

You provided an example of the running of car parks in Nottingham to illustrate the benefits of adopting business-minded practices, and ensuring council services are attractive and competitive with other providers. We raised some issues members had with the costs quoted from within the council of environmental improvements identified in their wards. You agreed that this needed to be looked at.

### **City Centre**

We asked about progress with the marketing of Civic Centre and St. David's sites. You informed the committee that the marketing process (following OJEU advert and presentations for interested parties) has resulted in the council currently working with 5 national / multinational consortia. We learned that some of these were interested on only one of the sites, some both. You were working towards a preferred developer being identified before the end of 2015. You stated that the St David's site was likely to see work first due to the relative readiness of the site for development. You clarified that at this stage the discussions were about development proposals and assessing those, not simply the sale of land. Consideration of financial implications and options will



follow in due course and what is best for Swansea, but you stressed that it would be private money that would be behind the development of the sites.

## **Developments**

You referred to a number of positive developments for Swansea. You mentioned the Tidal Bay Lagoon project, Swansea University's Bay campus, and the expansion of the University of Wales Trinity Saint David. You spoke with excitement of Swansea becoming a 'major league' university city.

We also discussed the development of the City Region and benefits. You clarified that this was about authorities across the region working in collaboration for mutual benefits and the ability to attract funding for schemes that would otherwise be difficult to achieve through competition with each other. It was about getting organised and coordinating work across the region with a coherent strategic foundation. You believed that a strong Swansea city centre was good for region as a whole. You stressed the importance of the city and wider region being able to encourage graduates to stay and work, and creating the right environment to attract business, and for business in the area to flourish.

## **Adult Social Care**

We received a question from a member of the public via Twitter (@angrees9) which asked about "action being taken on crisis in elderly care, respite and emergency being moved out of county and the private sector overwhelmed". You stated that you would provide a full response in writing although did speak about the council's transformation of adult social services and commitment of resources to helping older people to stay in their own homes. You also talked about the value of newly appointed Local Area Coordinators as part of investment in prevention, as well as the collaborative working under the Western Bay Health & Social Care programme. It would be helpful if you could provide a copy of the response to the public question to us when you do so.

## **Interface with the Local Health Board**

We discussed the issue of funding of the National Health Service in Wales and the interface with council social services. The example of bed-blocking was cited which costs the NHS but raises the argument of whether funding is being directed at the right areas in order to ensure capacity within social services to provide suitable care elsewhere. We recognised it was a complicated picture and you stated that closer working with the health board and through the Western Bay Health & Social Care Programme will help ensure better service delivery, however things are funded.

## **Local Service Board**

The committee welcomed the news that the multi-agency Local Service Board (LSB), which you chair, will be meeting in public from July onwards. This is something which the Local Service Board Scrutiny Performance Panel has been calling for over the last year. It is very pleasing that members of the public will not only be able to observe but have a chance to ask questions at each LSB meeting. We understand that Swansea is the first LSB in Wales to do so!

A number of other matters were discussed:

**Inspection Reports** - You highlighted outcomes from recent inspections. You reflected on some very good reports, despite the financial climate, and praised the excellent work across the council which has led to positive reports from Estyn, CSSIW and Wales Audit Office.

**Anti-Poverty** - You informed the committee that tackling poverty was still a key policy commitment. We noted that whilst the approach to target the areas of greatest need was still prevalent, the impact of cuts across Swansea meant that any area of need must be covered.

**School Buildings** - You talked about investment in the school rebuilding programme. You referred to the recent opening of Morryston Comprehensive following a major rebuild, as well as future plans (e.g. Lôn Las and Gorseinon primary schools) as part of the Council's QEd 2020 programme.

**Local Government Reorganisation** - You cited Local Government Reorganisation as another challenge but we noted that ahead of formal changes you felt it important to be in discussion with counterparts in Neath Port Talbot about working together and relative strengths and weaknesses to identify where collaboration can make the biggest difference.

**Energy** - We asked for your thoughts on sustainability and in particular energy supply. We asked about the prospect of setting up a local energy company, with supply independent of the national grid. You stated that less local government funding has to come with greater freedoms and flexibility and with the available land in Swansea it was feasible that this could be used for energy generation. You stated that renewable and reliable energy in Swansea is something that you would be interested in.

**Ward Visits** - We noted with interest your programme as Leader to visit all wards in the City & County of Swansea. You stated that you had already toured a number of areas (e.g. Penderry and Cockett) to gain an insight and see first-hand what is happening in local communities. You indicated that you would be in touch with local members ahead of any planned visits.

## Scrutiny and Cabinet

We noted comments made by the Auditor General in the Annual Improvement Report about the role of Cabinet Advisory Committees (CACs) and need to avoid duplication with scrutiny. This issue was raised at our Scrutiny Work Planning Conference in June at which time the Director – Corporate Services indicated that you were preparing a report for Council to address this issue. We asked about progress in this regard. You agreed that there was a need to clarify the role of CACs and coordination with scrutiny in light of experience. We look forward to your report to Council.

We invited your comments on the scrutiny work programme and our interaction with cabinet members. We noted your positive comments about the way scrutiny has been working and the way cabinet members were being challenged and held to account. You felt that we were already looking at the major areas but of course the financial challenges facing the authority and its impact on services, as well as the cultural changes necessary, required scrutiny. You also welcomed any input on the commercialisation agenda.

We did raise an issue with the Cabinet Forward Plan (Forward Look) and limitations in the information provided as this is what use to inform opportunities for pre-decision scrutiny. We would welcome improvements in this matter.

## Your Response

We hope that you find the contents of this letter useful and would welcome any further comments however **we do not expect you to provide a response**. While no response is required we noted that you have agreed to:

- look into the cost issue identified by members in relation to environmental improvements in their local areas;
- respond directly to the member of the public who raised a question about adult social care, with a copy sent to the committee; and
- look at how the quality of information about future cabinet business can be improved, particularly to benefit the pre-decision scrutiny process.

Finally, we look forward to meeting you again in December when the committee will be able to focus on your specific Finance & Strategy portfolio responsibilities and follow up on developments.

Yours sincerely,



### COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

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# Agenda Item 13

## **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 the committee in order to discuss work programmes and effectiveness.

The Chair of the Scrutiny Programme Committee is scheduled to attend the Audit Committee on 20 October.

The Chair of the Audit Committee is scheduled to attend the Scrutiny Programme Committee on 9 November.

## AUDIT COMMITTEE WORKPLAN 2015/16

Date of Meeting	Reports
18 August 2015	Corporate Fraud Team - Presentation 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 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 Annual Report of School Audits 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