

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, 9 May 2016

Time: 4.30 pm

The use of Welsh is welcomed. If you wish to use Welsh please inform us by noon on the working day before the meeting.

Summary: This is the agenda pack for a meeting of the Scrutiny Programme Committee taking place on the 9 May 2016. The main items are Environment & Transportation, and the Local Service Board.

AGENDA

Page No.

- 1 **Apologies for Absence.**
- 2 **Disclosures of Personal & Prejudicial Interest.**
www.swansea.gov.uk/disclosuresofinterests
- 3 **Prohibition of Whipped Votes and Declaration of Party Whips.**
- 4 **Minutes:** 1 - 7
To approve and sign the Minutes of the previous meeting(s) as a correct record.
- 5 **Public Question Time.**
- 6 **Cabinet Member Question Session: Cabinet Member for Environment & Transportation. (Councillor David Hopkins).** 8 - 15
- 7 **Scrutiny Performance Panel Progress Report - Local Service Board. (Councillor Mary Jones).** 16 - 19
- 8 **Annual Work Programme Review 2015/16.** 20 - 76
- 9 **Membership of Scrutiny Panels and Working Groups.** 77 - 78
- 10 **Scrutiny Letters.** 79 - 176

	Activity	Meeting Date	Correspondence
a	Cabinet Member Q & A	8 Feb	Letter to / from Cabinet Member for Adults & Vulnerable Children
b	Cabinet Member Q & A	14 Mar	Letter to / from Cabinet Member for Next Generation Services
c	Local Service Board Performance Panel	21 Mar	Letter to / from Leader of the Council (chair of the LSB)

11 Feedback from Recent Scrutiny Events.

12 Upcoming Scrutiny Events.

Annual Scrutiny Work Planning Conference – 12 May 2016, 4.00 pm, Lord Mayor’s Reception Room, Guildhall.

13 Audit Committee Work Plan. (For Information).

177 - 180

14 Date and Time of Upcoming Panel / Working Group Meetings.

Topic	Approach	Date	Time	Venue Civic Centre (CC) Guildhall (GH)
Service Improvement & Finance	Performance Panel	11 May	11.00 am	Committee Room 5 (GH)
Schools	Performance Panel	11 May	4.00 pm	Room 235 (GH)
Building Sustainable Communities	Inquiry Panel	18 May	10.30 am	TBA
Schools	Performance Panel	9 Jun	4.00 pm	Committee Room 6 (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 and Democratic Services
Friday, 29 April 2016

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CITY AND COUNTY OF SWANSEA

MINUTES OF THE SCRUTINY PROGRAMME COMMITTEE

HELD AT COMMITTEE ROOM 3A, GUILDHALL, SWANSEA ON
MONDAY, 11 APRIL 2016 AT 4.30 PM

PRESENT: Councillor M H Jones (Chair) Presided

Councillor(s)

U C Clay
A M Cook
N J Davies
J W Jones
G J Tanner

Councillor(s)

A C S Colburn
S E Crouch
E W Fitzgerald
P M Meara

Councillor(s)

D W Cole
J P Curtice
T J Hennegan
G Owens

Co-opted Member(s)

D Anderson-Thomas

Co-opted Member(s)

C A Holley

Co-opted Member(s)

P R Hood-Williams

Officer(s)

Allison Lowe
Brij Madahar
Dave Mckenna
Wendy Parkin

Democratic Services Officer
Scrutiny Co-ordinator
Scrutiny Manager
Senior Lawyer

161 **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors D J Lewis and R V Smith.

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

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

Councillor S E Crouch – Minute 166 Cabinet Member Question Session: Cabinet Member for Enterprise, Development & Regeneration (a) Portfolio Q & A - Personal Interest – employed by Swansea University.

Councillor J P Curtice – Minute 168 Scrutiny of Swansea Public Services Board – Personal Interest – Member of Performance, Audit & Scrutiny Committee on Mid & West Wales Fire Authority.

Councillor T J Hennegan – Minute 168 Scrutiny of Swansea Public Services Board – Personal Interest – Member of Management Committee on Mid & West Wales Fire Authority.

Councillor P M Meara – Minute 166 Cabinet Member Question Session: Cabinet Member for Enterprise, Development & Regeneration (a) Portfolio Q & A - Personal Interest – Son in law works for the Industrial & Maritime Museum & Emeritus Professor, Swansea University and Minute 167 Scrutiny Performance Panel Progress Report – Schools – Personal interest – Member of Schools Performance Panel.

Councillor G J Tanner – Minute 168 Scrutiny of Swansea Public Services Board – Personal Interest – Committee Member of Mid & West Wales Fire Authority.

163 **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.

164 **MINUTES.**

RESOLVED that the Minutes of the Scrutiny Programme Committee held on 14 March 2016, be agreed as a correct record.

165 **PUBLIC QUESTION TIME.**

There were no public questions.

166 **CABINET MEMBER QUESTION SESSION: CABINET MEMBER FOR ENTERPRISE, DEVELOPMENT & REGENERATION. (COUNCILLOR ROBERT FRANCIS-DAVIES)**

Councillor Francis-Davies provided opening remarks, in support of his written report, prior to taking questions from the Committee.

Phil Holmes, Head of Economic Regeneration & Planning and Ryan Thomas, Planning Control Manager assisted the Cabinet Member in relation to questions on Planning performance and effectiveness. A report was provided to the committee following concerns raised by scrutiny councillors about the current planning system and operation of the Planning Committee.

The question session led to discussion around the following topics:

Portfolio Q&A

- Plans for the £8.3m Vibrant and Viable Places grant provided by the Welsh Government, and outcomes, including how job creation would be achieved. It was noted that the focus was on regeneration projects and creating the right infrastructure to attract investment and jobs e.g. creation of a technology hubs and office accommodation on the Kingsway;
- Student accommodation which would result in more people living and working in the City and more income generation within Swansea;
- Clarification was provided that Health & Wellbeing, Sport and Recreation fell within the Wellbeing and Healthy City Cabinet Portfolio, whilst Culture and

- Tourism including the Grand Theatre and Libraries sat within the Enterprise, Development & Regeneration portfolio;
- As part of the wider Sustainable Swansea Fit for the Future programme, the whole of Cultural Services was taken through the Council's Commissioning Review. Although some areas of efficiencies and in-house transformation have been identified this process has resulted in market testing to invite interest from external parties that could sustain services. The committee expressed concern about the possible impact of cuts on cultural services such as museums and how the authority's vision and plans would be consistent with national objectives to protect heritage (Wellbeing & Future Generations Act). It was noted that this process also included the libraries service. The Cabinet Member stated that any interest in the culture portfolio would be carefully analysed, assessed and challenged. The scrutiny of proposed decisions arising from this process was discussed;
 - Wind Street pedestrianisation – plans to move towards a more restaurant rather than pub culture were noted, supported by an increase in the number of people working in the city centre that should create more vibrancy and a better night time economy. The increase in the number of students in Swansea, and impact on such plans and the city centre in general, was also discussed;
 - The Mariner Street mixed-use development was expected go to Planning Committee in May, with the intention to be on site in June and the delivery of student accommodation ready for occupation within two years;
 - Business Improvement District (BID) – the continuation of the BID following recent renewal ballot was noted. The Cabinet Member confirmed that himself and the Leader would continue to sit on the BID Board and talked about the benefits from the BID to the city centre;
 - Opportunities to expand upon running events in Swansea and host a marathon;
 - The Glyn Vivian Art Gallery refurbishment was complete however work on the pavements was now underway, with anticipated opening in the autumn;
 - The Cabinet Member was asked to consider how the image of taxi drivers operating in Swansea could be improved, such as the introduction of a dress code – the Cabinet Member stated that he would ask his Cabinet Advisory Committee to look at this;
 - The need to consider more imaginative ways of providing information to visitors as a result of the closure of the Tourist Information Centre (TIC).

Planning Performance and Effectiveness

- The new Planning Committee structure, including the call in procedure was discussed. Some Members felt the Committee was too small and they were not involved sufficiently in and lacked confidence in, the current process. There was also concern at the lack of a review of the current arrangements expected by councillors;
- The Cabinet Member and Officers re-iterated that the Authority had undergone significant change process during 2014-2015, partly as a result of budgetary pressures, and partly in response to Welsh Government (WG)

proposals with the Planning (Wales) Act 2015. The Authority had therefore adopted the WG model for Committee structure and scheme of delegation;

- The Performance framework statistics indicated that significant progress was being made and the speed and quality of the decision making was also reflected in the figures;
- Various improvements have been made in efficiencies through the introduction of an electronic document management system, and restructure of planning teams;
- The Cabinet Member felt that it was better to have a small number of skilled councillors on a committee to speed up decision-making and ensure consistency, but that there were ways for other councillors as local members to be engaged in the process, without conflict of interest;
- The WG had previously criticised the Authority for having all 72 members on the Planning Committee. The new pre-application consultation requirements (which come into force on 1 August) would focus on member engagement prior to formal applications being submitted;
- The Planning Control Manager confirmed that all members had received Planning training following the 2012 elections. In addition, various training had been delivered including full day refresher training and various sessions on legislation changes;
- A new Committee protocol would be presented to Planning Committee in May for consideration, and further WG advice is expected which clarifies requirements in relation to issues such as call-in procedures;
- The Authority's current performance in relation to member made decisions against officer advice was in line with the Wales average;
- The policy framework in relation to S.106 planning agreements was discussed.

In response to Member questions the Cabinet Member confirmed that:

- 1) Further information in relation to the Vibrant & Viable Places grant would be provided in writing;
- 2) An opportunity for scrutiny would be built into the time-table for decisions on Cultural Services;
- 3) The Development CAC would be asked to consider a minimum standard of dress code for taxi drivers as part of their work plan;
- 4) He would consider arranging seminars for all Councillors (not just the Planning Committee) when new Planning regulations are received;
- 5) The viability of introducing a Community Infrastructure Levy was being explored;
- 6) A session providing feedback on last year's appeal decisions will be arranged for the Planning Commission by July.

The Chair thanked Councillor Francis-Davies and the officers for attending. She added that any further scrutiny of planning would be considered as part of the Annual Work Planning Conference discussions.

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

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

Councillor Fiona Gordon, Convener provided an update of the work of the Schools Scrutiny Performance Panel.

Discussions centred on the following topics:

- The impact of negative reporting in the local media in relation to the categorisation of Estyn Inspection results and the reasons why schools were placed in those categories not being understood – it was noted that ERW have tried to communicate that it was a categorisation of support, and not performance or concerns;
- The importance of consistency in Challenge Advisor support and advice across Swansea;
- The impact that a marginal dip in attendance could have on school performance results – the committee expressed concern about the meaningfulness of existing attendance national performance measures particularly how small variations might impact on a school with relatively small number of pupils;
- The future work programme of the Schools Performance Panel.

RESOLVED that the report be **NOTED**.

168 **SCRUTINY OF SWANSEA PUBLIC SERVICES BOARD.**

The Scrutiny Manager presented a report to agree the arrangements for the scrutiny of Swansea Public Services Board.

The Well-being of Future Generations (Wales) Act 2105 requires that a public services board is set up in every local authority area in Wales. There is a duty on specific public bodies to work through these boards to improve the economic, social, environmental and cultural wellbeing of their areas by contributing to the national well-being goals set out in the Act.

The Act requires that a local government scrutiny committee is designated to scrutinise the work of the public services board for that area. The intention is to place responsibility for challenge and accountability locally rather than on Welsh Ministers (who have relatively few powers).

The report recommended that a multi-agency scrutiny performance panel be established to discharge the committee's responsibility, following the same model as the current Local Service Board Scrutiny Performance Panel but with some differences to comply with the requirements of the Act and Guidance. It was noted that the scrutiny panel's remit would focus on the joint function of the Public Service Board and shared responsibilities, not on the work of individual organisations.

The importance of the identifying appropriate non-executive representation on the scrutiny panel from partner organisations was highlighted, to ensure their independence.

RESOLVED that:

- 1) The Committee acknowledge that, for the purposes of the Well-being of Future Generations (Wales) Act 2015, the Scrutiny Programme Committee is the designated scrutiny committee for scrutinising the Swansea Public Services Board;
- 2) A Public Services Board Scrutiny Performance Panel be set up in order for the Committee to undertake this role;
- 3) The Committee endorses the proposed terms of reference for the Public Services Board Scrutiny Performance Panel set out in Appendix One.

169 **SCRUTINY DISPATCHES - QUARTERLY IMPACT REPORT.**

The Chair presented a draft of the quarterly report from the Scrutiny Programme Committee to Council on the impact of scrutiny.

RESOLVED that the content of the draft 'Scrutiny Dispatches' be agreed and submitted to Council.

170 **SCRUTINY WORK PROGRAMME 2015-16.**

The report of the Chair reviewed the current Scrutiny Work Programme.

The report provided the Committee with:

- The current Scrutiny Work Programme;
- A plan for future committee meetings;
- A progress report on the various existing Panels and Working Groups; and
- Cabinet forward plan for opportunities for pre-decision scrutiny.

The Committee noted the conclusion of the work of the Transformation of Adult Social Services Panel and discussed the move to establishing an Adult Social Services Performance Panel in its place. Draft Terms of Reference for the new Panel were presented. Proposals for membership (including convener) would be reported back to the committee for agreement.

RESOLVED that:

- 1) The Committee approve the establishment of an Adult Social Services Performance Panel and Terms of Reference;
- 2) Pre-decision Scrutiny on the upcoming Cabinet report on 'Castle Square – Development and Public Realm Opportunity' (listed in the Cabinet Forward Plan for 16 June) be requested, subject to further information to the committee on this matter and proposed decision.

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

There were no changes to the membership of Scrutiny Panels and Working Groups to report.

172 **SCRUTINY LETTERS.**

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

The request within the letter of the Streetscene Inquiry Panel was noted. The convener's letter highlighted the ongoing budget situation and the importance of continuing to provide good quality Streetscene services. It asked the committee to consider how the current budget situation will affect Streetscene services, as well as keep an eye on progress. It was suggested that this could be raised with Councillor David Hopkins, Cabinet Member for Environment & Transportation, who would be attending the next meeting scheduled for 9 May 2016 for a Q & A Session.

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

173 **FEEDBACK FROM RECENT SCRUTINY EVENTS.**

There were no recent Scrutiny Events to report on.

174 **UPCOMING SCRUTINY EVENTS.**

The Chair reported on the upcoming Annual Scrutiny Work Planning Conference on 12 May 2016, 4.00 pm, Lord Mayor's Reception Room, Guildhall.

175 **AUDIT COMMITTEE WORK PLAN. (FOR INFORMATION)**

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

176 **DATE AND TIME OF FUTURE COMMITTEE MEETINGS FOR 2015/16 MUNICIPAL YEAR. (ALL AT 4.30 P.M. EXCEPT WHERE NOTED)**

The date and time of future Committee meetings for the 2015-2016 Municipal Year was **NOTED**.

177 **DATE AND TIME OF UPCOMING PANEL / WORKING GROUP MEETINGS.**

The date and time of upcoming Panel / Working Group meetings were provided for information.

The meeting ended at 6.15 pm

CHAIR

Agenda Item 6

Report of the Chair

Scrutiny Programme Committee – 9 May 2016

CABINET MEMBER QUESTION SESSION

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

1. Introduction

- 1.1 One of the most important roles that scrutiny carries out is holding the council's cabinet to account. The cabinet is made up of the Leader and 9 additional councillors, appointed by the Leader, who are allocated specific responsibilities.
- 1.2 By acting as a 'critical friend' scrutiny has the opportunity to challenge the cabinet and individual cabinet members on their actions and monitor performance in relation to their areas of responsibilities.
- 1.3 Cabinet Member Question Sessions have become a feature of committee meetings over the past 3 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

2.1 The following Cabinet Member will appear before the committee:

- a) Councillor David Hopkins – Cabinet Member for Environment & Transportation

Within this Cabinet portfolio, Councillor Hopkins is responsible for:

- Transport Policy
- Highways & Engineering
- Waste Management
- Marina
- Streetscene
- Repairs and Capital
- Sustainable Transport
- Lead elements of Sustainable Swansea

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

3. Approach to Questions

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

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

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

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

4. Previous Correspondence

- 4.1 The committee last had a Q & A regarding the Environment & Transportation portfolio in February 2015, and met with the then Cabinet Member, Councillor Mark Thomas. Amongst the issues discussed then included:

- Recycling Performance (incl. Civic Amenity Sites, Commercial Recycling)
- Waste Management and Street Cleaning
- Highways Planning & Maintenance
- Safe Routes to Communities
- Transport

The actual correspondence relating to the February meeting is attached as the committee may wish to follow up on these issues, as necessary.

- 4.2 Other contact with by scrutiny over the last year:

- Local Flood Risk Management Flood Risk Management – Working Group discussion in December 2015 on the Flood Risk Management Plan, including joint working across departments. A further meeting will take place in the new municipal year in order to provide on-going scrutiny involvement in the annual review of the Flood Risk Management Plan.
- Service Improvement & Finance – Performance Panel discussion on Recycling & Landfill Annual Performance Report (Jan 2016).
- Streetscene - Inquiry Panel (follow up) meeting in Jan 2016. Report provided on the impact of the scrutiny inquiry and implementation of agreed recommendations / cabinet action plan. The Panel has now concluded monitoring of this work. However it asked the Committee to keep an eye on the ongoing budget situation and how it might affect the quality of streetscene services. The Committee will have the opportunity during the Q & A to ask the Cabinet Member questions on this.

- 4.3 The Committee has also indicated that it wishes to talk to the Cabinet Member about current issues relating to public transport, some of which is prompted by the previous scrutiny inquiry.

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.
- 5.2 On this occasion no questions were received.

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: Wendy Parkin

Finance Officer: Paul Cridland

Cabinet Member Briefing Note (Environment & Transportation) – April 2016

Waste Management

Recycling performance has gone from strength to strength over recent years, from being in the bottom 3 in Wales in 2012/13 with 49% (well short of the 52% target) to 10th in Wales in 2014/15 with 56.5%. Unverified performance for last year is 5*.*%, meeting the new 58% recycling target. This performance is even more commendable considering Swansea has all the factors that make a high recycling performance more difficult – 2 universities with a large student population, a high proportion of flat and terraced properties, and a large commercial sector. The recycling target increases again to 64% in 2019/20.

Financially Swansea is considered to be the 4th most cost effective service in Wales. Performance has been improved through ongoing promotion of recycling, the 3 bag limit, sorting activities, partnering with the private sector, and increased food & cardboard recycling from our commercial customers.

The commissioning review is due to be presented to Cabinet in May or June, with the main focus being on prevention of recyclable materials being disposed of in black bags or residual skips at the Household Waste Recycling Centres. This will both increase recycling performance and minimise the cost of landfill tax to achieve budget savings. Compositional analysis has shown that black bags at the kerbside are still half full of recyclables, and at HWRCs are nearly $\frac{3}{4}$ full of recyclables.

The main risks to the service are loss of experienced staff, reducing Welsh Government Grant, ageing fleet, volatile recyclables market, reducing internal budgets, increasing recycling targets.

Parks & Cleansing

The Parks Service has been successful in retaining 6 Green Flag Awards for the following sites:

- Victoria Park
- Cwmdonkin Park
- Brynmill Park
- Llewellyn Parc
- Botanical Gardens
- Clyne Gardens

The Parks Service increased their provision of wildflower sites across the City from 31,000m² to over 45,000m² projected for 2016 season, these sites are across the whole City including main arterials routes into Swansea such as Fabian Way.

We successfully increased the sale of Hanging Baskets for 2015 season by over 20% on comparison to previous year

During 2014/15 we launched our Knotweed Service and received over 170 orders for work to the sum of £44k.

Working alongside our colleagues in Culture & Tourism we actively work in partnership with in excess of 30 Friends of Parks Groups to encourage, sustain and develop each individual Friends Group and Park.

The Cleansing Service continue to target a weekly cleanse for every street in Swansea, by mechanical and manual means, removal of all dog foul and have dealt with in excess of 8,000 service requests.

Parks and Cleansing Commissioning Review has just commenced and we held the Stage 1 process in April, discussions will continue to ensuring collaboration of service to seek Best Value.

Highways and Transportation

The Highways and Transportation service is a diverse service providing a large number of frontline services. The service is responsible for maintaining 1100kms of roads, 1500kms of footway, 28,000 street lights, 216 bridges and structures and 39,000 drainage assets. The estimated value of the highway assets is in excess of £1.3billion and the current estimated backlog of highway maintenance is estimated at around £130 million. The condition of the principle roads is in the upper quartile (currently around 2 of 22 in Wales). The service has robust maintenance policies and approaches which means that the Council has a very good success rate in defending 3rd party claims. The service is currently undergoing a commissioning review which will be looking at the entire service including interdependencies.

The service is responsible for;

- Highways Maintenance (including planned, reactive and winter maintenance)
- Out of hours emergency service 24/7
- Flood management (land drainage and costal defence)
- Bridge and structures maintenance
- Highway and capital Improvements
- Traffic and Road Safety
- Telematics and transport modelling
- Parking
- Highway development control
- Construction works for highway improvements
- Street lighting
- Transportation functions
- Marina and Tawe Barrage
- Fleet management and maintenance

Further detail on some of the service areas:

Transportation - The transportation group manages transport policy and strategy, the public transport network, home to school transport, community transport, cycling and concessionary passes. The Council spends more than £7m per annum on home to school transport. A key facility is Swansea bus station which is a very well used facility and is cost neutral to the Council as the departure charges and letting incomes cover the operating costs. There are more than 37,000 people passing through the bus station every day and 100 buses an hour use the facilities. The transport team are part of the wider proposals to develop and integrated transport unit (ITU) for the Council which was approved at the Budget and Performance Review Group at the end of 2015 and will be implemented over the next 12 months.

Marina - We have a high quality Marina offer with 550 fully serviced pontoon berths. The income from the Marina provides valuable income to the authority which maintains the marina assets and helps fund the maintenance of the Tawe Barrage as well as the aeration on the river Tawe. The key challenge for the Marina is to maximise income levels through maintaining high occupancy levels and ensuring the appropriate levels of investment in the Marina infrastructure and Barrage. A long

term asset management plan is currently being developed for the Tawe Barrage to ensure that long term funding requirements are identified.

Fleet Management & Maintenance - The size of the City and County of Swansea fleet is approximately 750 vehicles, broadly comprising;

- 160 Operator's licenced vehicles (over 3500kg) that include refuse & recycling collection, heavy tippers, tankers & hook-loaders
- 400 light commercial vans and tippers
- 35 pool cars, 12 electric cars, 55 welfare buses (social services)
- 90 others including 4x4s, tractors, road sweepers, minibuses etc.

The fleet covers approximately 6 million miles per year and uses around 1.8 million litres of fuel (at a cost of £1.7million). There are 22 mechanics in the workshops. The service undertakes around 1,200 taxi roadworthiness tests every year. The Central Transport Unit (CTU) is currently rated as 'Green' by the DVSA operator compliance scoring mechanism (highest rating). The CTU activities have recently been subject to an external review (as part of the depot rationalisation review) and the recommendations are currently being implemented.

Parking Services - Parking services are responsible for the car parks, the park and ride facilities and Civil Parking Enforcement (CPE) activities. The service has a turnover of approximately £5 million and generates an overall surplus in the region of £800k. There are three key aims for the service;

- Economic viability ensuring availability and turnover of spaces for shoppers or visitors
- Safety – effective and consistent enforcement discourages parking which could compromise road safety
- Congestion –effective management/enforcement of parking will deter indiscriminate parking which causes tailbacks and queues

Parking services operates 65 public car parks in the City and County area and these provide 6,850 parking spaces. The service has undertaken a review last year as part of a detailed report for the Budget and Performance Review Group and the recommendations which were supported by members are currently being implemented.

Recent Changes

There have been many changes across the service recently including;

- Reductions in staffing levels (particularly for management and admin functions)
- Process efficiency improvements through systems thinking approaches across the service
- Increased incomes from fees and sponsorship across the service
- Implementation of energy efficiency measures i.e. LED street lights
- implementing technology e.g. bus lane enforcement cameras, pay on foot parking, parking machine management, trackers on vehicles, improved telematics systems for junction efficiency, mobile technology for operatives, body cameras for parking staff

Key Challenges/Objectives

- Developing the commissioning review and responding to its outcomes
- Assisting with the regeneration of the City Centre
- Delivering the efficiencies and improvements from Sustainable Swansea
- Securing funding to improve the networks from WG and other sources
- Mitigating the potential impacts of developments (in particular the LDP)
- Continued effective management with limited resources
- Meet the requirements of the new Active Travel Act
- Improving customer satisfaction
- Deliver the reviews of parking services and the Integrated Transport Unit.

Agenda Item 7

Report of the Chair

Scrutiny Programme Committee – 9 May 2016

PROGRESS REPORT – LOCAL SERVICE BOARD (LSB) SCRUTINY PERFORMANCE PANEL

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

1. Introduction

- 1.1 The LSB Scrutiny Performance Panel has been 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 provide a regular progress report to the committee 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 LSB Scrutiny Performance Panel. Councillor Mary Jones, convener of the Panel, will provide the final progress report, as the Panel has following discussion at the April committee meeting been re-established as the Public Services Board Scrutiny Performance Panel. 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 (7) has been:

- Chair / Vice-Chair of Scrutiny Programme Committee
- Convener of Service Improvement & Finance Performance Panel
- Convener of Schools Performance Panel
- Convener of Child & Family Services Performance Panel
- Swansea Council for Voluntary Service (Cherrie Bija)
- ABMU Local Health Board (Andrew Davies)
- Police & Crime Panel (Mark Brace)

2. Legal Implications

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

3. Financial Implications

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

Background Papers: None

Legal Officer: Wendy Parkin

Finance Officer: Paul Cridland

Local Service Board Scrutiny Performance Panel Update

1. Remit of the Panel

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

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

2. Introduction

The Local Service Board has now ceased to exist and has been replaced by the Public Services Board. The Scrutiny Programme Committee received and agreed a report at its meeting in April outlining the changes required to scrutiny as a result of this. Therefore the last meeting of the Local Service Board Scrutiny Performance Panel was held on 25th April.

3. Key Activities

The Panel has met seven times between September and May. During this time it has collected evidence to establish the impact that the LSB has had in delivering its priority objective, Older People's Independence. The Panel decided that it would focus its attention on a specific priority of the LSB in order to in order to extrapolate findings on how well it is working as a whole.

The Panel collected evidence from a range of sources including:

- Briefing on Older People's Independence and the Ageing Well Plan: Chris Sivers (Corporate Director People) and Euros Owen (50 Plus Strategy Co-ordinator).
- Briefing on the Wellbeing & Future Generations Act: Tanya Nash (Sustainable Development Team Leader)
- Cllr Mark Child: Cabinet Member for Wellbeing & Healthy City. An overview of his portfolio's contribution to the Older People's Independence priority and the links to Healthy Cities.
- Healthy Cities (phase VI 2014-2018 specifically referring to the theme of Older People): Sharon Miller (ABMU)
- Premature mortality rates: Dr Nina Williams (Public Health Wales)
- Cllr Andrea Lewis: Cabinet Member for Next Generation Services. A briefing and overview of the Next Generation Services portfolio contribution to the Older People's Independence and independent living
- Written submissions from Local Service Board members providing their views on the effectiveness and achievements of the Board.

4. Achievements / Impact

Overall the Panel felt that whilst the Local Service Board has been successful in clarifying and promoting the top priorities for Swansea, it has mixed success in delivering these priorities on the ground.

The Panel have made a number of recommendations which it intends to influence the development of the Public Services Board. These were provided to the Chair of the LSB in the form of a Convener's letter, which is reported in

the Committee's agenda today. The Panel has received a response from the Chair of the LSB/PSB which has advised that its recommendations will be considered at the first meeting of the Public Services Board in May. Therefore the Panel anticipates that a more detailed response will be received following this.

5. Future Work Programme

The Panel has agreed that following the recruitment of the new Panel members an induction meeting will take place during June. This will be to ensure that the new membership is fully aware of their role and responsibilities. The Panel intends to invite a representative from the Future Generations Commissioner's Office to provide an overview of the requirements on the Public Services Board and the powers and responsibilities of the scrutiny role.

The Panel intends to meet on a bi-monthly basis in order to follow the meeting schedule for the Public Services Board. Once the work plan of the Public Services Board has been agreed then the Panel will be in a position to develop its own work plan. It is likely to include the following: (this list is not exhaustive and Panel members will have the opportunity for a full work plan discussion)

- Scrutinising the development of the Wellbeing Objectives
- Consideration of the Wellbeing Assessment and Wellbeing Plan
- Consideration of the plans to achieve the Wellbeing objectives, including development of a performance monitoring process.

6. Action required by the Scrutiny Programme Committee

None.

Agenda Item 8

Report of the Chair

Scrutiny Programme Committee – 9 May 2016

ANNUAL WORK PROGRAMME REVIEW 2015/16

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

1. Introduction

- 1.1 Being the final scheduled meeting of this council year it is good practice to look back on the last year's work and invite the committee to consider its effectiveness. The purpose of this report is to help councillors take stock of the work done this year and reflect on the experience, and to start thinking about what topics might be looked at by scrutiny in the new council year.

2. Scrutiny Arrangements

- 2.1 The broad aim of the scrutiny function is to:
- help improve services
 - provide an effective challenge to the executive

- engage members in the development of policies, strategies and plans
 - engage the public
- 2.2 The council's scrutiny arrangements agreed by Council in October 2012 aimed to achieve the following:
- all work to be managed by a single Scrutiny Programme Committee through a single work plan. This will ensure that work is cross cutting and not restricted to departmental silos.
 - specific work will be undertaken both through the committee and by establishing informal panels (for in-depth activities) or working groups.
 - the Chair of the Scrutiny Programme Committee shall maintain overall responsibility for the work and timetable for scrutiny, and ensuring that the work is carried out, in conjunction with the committee itself.
 - all backbench councillors should have the opportunity to participate in scrutiny work regardless of committee membership.
- 2.3 The terms of reference of the Scrutiny Programme Committee are attached as **Appendix 1**.

3. Work Planning

- 3.1 The committee has needed to ensure that the work of scrutiny is:
- manageable, realistic and achievable given resources available
 - relevant to council priorities
 - adding value and having maximum impact
 - coordinated and avoids duplication
- 3.2 A Scrutiny Work Planning Conference took place on 8 June and was attended by 18 scrutiny councillors, 1 co-opted member and the Chair of the Audit Committee. The conference featured various perspectives on the work programme, including council priorities. Suggestions that had been gathered from the annual councillor survey, cabinet members, officers, the public and partners were shared for consideration.
- 3.3 Those in attendance were asked to give thought to work plan priorities for this year, whether anything important was missing from current work, and whether the balance was right across Cabinet portfolios. Councillors present shared views about the work programme and identified priorities for the year ahead.

3.4 Key issues that emerged from the work planning conference included:

- Focus on Corporate Priorities e.g. Building Sustainable Communities (objectives, actions, outcomes)
- Key Cabinet Decisions (forward look > pre-decision scrutiny) e.g. commissioning reviews, asset disposal strategy
- Financial Scrutiny e.g. Budget (cuts / savings, impact), Commercialism, Procurement Process
- Poverty & Prevention Service Area(s)
- Ensuring right balance of scrutiny activity across all Cabinet portfolios (e.g. Anti-Poverty; Wellbeing & Healthy City)
- Other topic suggestions: Corporate Building Services (e.g. issues re service model, cost, competitiveness); Community Asset Transfer (e.g. how to empower and support community groups / 3rd sector / other providers – is there a clear and consistent procedure, guidance or strategy?)

3.4.1 List of other suggestions from group discussion:

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

3.4.2 Other issues raised:

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

3.5 Taking into account feedback from the conference, the committee considered what additional work should be included in the work programme. This was 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.

- 3.6 This year the committee was also keen that the work programme engages more directly with the work of all Cabinet Members through, for example, pre decision scrutiny. At the same time the recent WLGA Peer Review stressed the importance of aligning scrutiny work more closely to the corporate priorities.
- 3.7 A proposed work programme was discussed by the committee in July 2016 i.e. the topics that should be examined through various panels and working groups as well as a plan for future committee meetings. The work programme included work that was ongoing or already committed, either because of its importance or because work was incomplete, as well as new topics.
- 3.8 Non-executive councillors who are not members of the committee were given the opportunity to participate in panels and other informal task and finish groups. New scrutiny topics, once agreed, were advertised to all non executive councillors and expressions of interest sought. The membership of panels and working groups were then determined by the committee.

4. Summary of Work Completed

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

4.1.1 Formal Committee Meetings

- 4.1.2 The Scrutiny Programme Committee is responsible for developing the council's scrutiny work programme, and managing the overall work of scrutiny to ensure that it is as effective as possible. A report was provided to each meeting to enable the committee to maintain an overview of all scrutiny activities (including the work undertaken by the informal Panels and Working Groups established), monitor progress, and coordinate work as necessary.

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

- 4.1.4 The work can be summarised as follows:

- Cabinet Member Questioning Sessions

The committee held all 10 Cabinet Members to account by holding a series of question sessions throughout the year. This has enabled

the committee to explore their work, looking at priorities, actions, achievements and impact.

- Crime & Disorder Scrutiny

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

- Final Inquiry Reports

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

Inquiry	Report to Cabinet	Cabinet Decision	Recommendations		
			Agreed	Partly	Rejected
Corporate Culture	20 Aug 2015	15 Oct 2015	19	0	0
Education Inclusion	19 Nov 2015	20 Jan 2016	19	0	1
Gypsy & Traveller Site Search Process	18 Feb 2016	awaited			
School Governance	18 Mar 2016	awaited			

A response to the following inquiry was also received in the last year:

Inquiry	Report to Cabinet	Cabinet Decision	Recommendations		
			Agreed	Partly	Rejected
Social Care at Home	20 Jan 2015	20 Aug 2015	16	5	1

- Chair's Letters - these are an established way for scrutiny to communicate findings, views and recommendations for improvement directly to Cabinet Members, reflecting discussion at meetings. Scrutiny letters produced by the committee and working groups, and those from panels which required action from the committee, and Cabinet Member responses were published within the Scrutiny Programme Committee agenda for discussion. This year response times are being monitored and currently shows the average response time being 20 days (against target of 21 days).

Of the 47 letters which required a response 79% have been responded to within time.

- Scrutiny Dispatches – the committee produced a quarterly summary of the headlines from the work of scrutiny for council and the public, which focussed on impact and how scrutiny is making a difference. Utilising Scrutiny Dispatches as a mechanism to take a more systematic approach to internal and external communication of activity, has resulted in increased media coverage both in the Evening Post and Swansea Bay Radio. Scrutiny Dispatches is proving to be a valuable way to support and shape media coverage in the future.
- Pre-decision Scrutiny – 6 cabinet reports were subject to pre-decision scrutiny:
 - The Future of Education Other Than At School Services in Swansea – Report of the Cabinet Member for Education to Cabinet on 15 October 2015 (*this was carried out by the Schools Performance Panel*)
 - Disposal of Former Civic Centre and Adjoining Land, Penllergaer – Report of the Cabinet Member for Finance & Strategy to Cabinet 19 November 2015
 - Development of City Centre Sites – Selection of Development Partner(s) and Authorisation to Amend the Current Year Capital Programme (FPR7) – Report of the Cabinet Member for Enterprise, Development & Regeneration to Cabinet 17 December 2015
 - Review Of Abergelli & The Beeches Alternative Day Services – Report of the Cabinet Member for Adults & Vulnerable People to Cabinet 21 January 2016
 - Budget Reports – Reports of the Cabinet Member for Finance & Strategy / Section 151 Officer to Cabinet 15 February 2016 (*this was carried out by the Service Improvement & Finance and Schools Performance Panels*)
 - Review of School Music Service Arrangements – Report of the Cabinet Member for Education to Cabinet 21 April 2016 (*this was carried out by the Schools Performance Panel*)
- Referrals from Council (or other bodies) – Gypsy & Traveller Site Provision – Review of Process

Following referral from Council the committee agreed to undertake this review by setting up a number of special meetings, in order to check whether the process was robust, seek assurance on quality, identify any learning points, and recommend any changes for the future as appropriate. This work commenced in February 2014 and was completed in February 2016. A report was presented to Cabinet on 18 February and a Cabinet response is awaited. A follow up on the implementation of the learning points /

recommendations will be scheduled in the committee's work plan in due course.

- Coordination with Audit Committee – the Chair of Audit attended to share the work plan of Audit Committee for discussion to ensure mutual awareness and understanding of respective work plans and co-ordination. Likewise the Chair of the Scrutiny Programme Committee also attended the Audit Committee. The work plan of the Audit Committee has been a standing item on the committee agenda.
- Other Reports:
 - Implementation of the Children & Young People's Rights Scheme
 - Annual Local Government Performance Bulletin 2014-15
 - Scrutiny of Swansea Public Services Board – implications of the introduction of statutory Public Services Boards (in place of Local Service Boards) through the Wellbeing of Future Generations (Wales) Bill.
 - Older People's Commissioner for Wales – Guidance on Equality & Human Rights Impact Assessments and Scrutiny.
 - Overview of Commissioning Review Process.
 - Scrutiny Performance Panel conveners attended to provide progress reports on the work and impact of their Panels.

4.2.1 Informal Scrutiny Panels and Working Groups

4.2.2 A number of scrutiny panels were established, with conveners and members appointed by the committee, to carry out in-depth inquiries or undertake in-depth monitoring of particular services. The use of panels ensured that scrutiny was both flexible and responsive to issues of concern:

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

The following Inquiry Panels met over the last year:

- Education Inclusion (completed)
- Corporate Culture (completed)
- School Governance (completed)
- Child & Adolescent Mental Health Services
- Building Sustainable Communities (new)
- Tackling Poverty (new)

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

Inquiry	Status
Economic Inactivity	Complete
Attainment & Wellbeing	Complete
Inward Investment	Complete
Public Engagement	Complete
Streetscene	Complete

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

The following Performance Panels met over the last year:

- Service Improvement & Finance
- Schools
- Child & Family Services
- Local Service Board (*multi-agency Panel*) – *NB this has now become the Public Service Board Scrutiny Performance in line with the introduction of statutory Public Services Boards (in place of Local Service Boards) through the Wellbeing of Future Generations (Wales) Bill.*

A separate Panel with a specific remit to focus on the Transformation of Adult Social Services also met. This work has recently concluded and the Committee has established a new Performance Panel for Adult Social Services.

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

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

- Sustainability
- Civic Events
- Local Flood Risk Management
- Tethered Horses
- Welsh Housing Quality Standard
- Tree Preservation

4.2.4 Scrutiny of Regional Bodies – Discussions about the scrutiny of the Education through Regional Working (ERW) regional school improvement service took place during the last year. A meeting for scrutiny councillors and officers from the six councils participating in ERW was held in Port Talbot in September. It was agreed that a scrutiny councillors group should be set up in order to coordinate scrutiny work across the region and ensure a consistent approach. The Swansea Scrutiny Team is providing support for this group as the Council's contribution to ERW. The group met in Swansea in March. Swansea is represented by the chair of the Scrutiny Programme Committee and convener of the Schools Performance Panel. The group agreed its terms of reference, discussed individual Councils scrutiny education work programmes, looked at the ERW Business Plan for 2016-19, shared good practice in relation to individual schools scrutiny and looked at the data for school standards and categorisation. The next meeting will be hosted by Pembrokeshire Council and is being arranged for September 2016.

4.2.5 **Appendix 3a and 3b** provides a snapshot of progress with the informal panels and working groups established by the committee to carry out specific activities and their current position. For further information a contact list for lead scrutiny members and officers is also contained in **Appendix 4**.

4.2.6 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>.

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

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

5.2 Also, councillor calls for action (CCfA) specifically enable councillors to refer issues of local importance to an overview and scrutiny committee, however as a means of "last resort" in a broad sense, with issues being raised at a scrutiny committee after other avenues have been explored.

5.3 In accordance with these protocols, the chair of the Scrutiny Programme Committee is required to consider any requests received and bring about a proposal about how to deal with these to the committee for consideration.

5.4 Over the year 1 public request was received and dealt with by the committee. This related to concerns about the appropriation of land at Parc Y Werin, Gorseinon for new build of Gorseinon Primary School.

6. **The Scrutiny Experience**

6.1 As the committee reaches the conclusion of the year's work it is good practice to reflect on achievements and issues that have arisen. Committee members are encouraged to share their views on how process and practice can be improved, thinking of experiences both positive and negative.

6.2 The following questions may be worth considering:

- What one thing has worked particularly well?
- What has not worked so well?
- What one thing could be improved about the committee?
- What would help you develop as a scrutineer?

6.3 A range of relevant statistics about scrutiny activity covering the last year is attached as **Appendix 5** to help the committee consider the performance of scrutiny.

6.4 The annual councillor scrutiny survey was also issued during February and March to all councillors. As well as gauging general perceptions and getting views to inform improvements to the way scrutiny works in the future the survey was also designed to capture councillor's ideas about what the scrutiny work programme should look like – these will be fed into the scrutiny work planning conference that will take place on 12 May. 42 survey responses were received. This includes 33 out of the 62 non-executive councillors (53%). The full results of the survey are attached as **Appendix 6**.

Some points to note:

- 93% of the councillors stated they had a good understanding of scrutiny
- On the two questions that ask what could be better and suggestions for improvement – better linkages with CAC's to avoid duplication and getting more members involved in the scrutiny process.

The results will be captured in the Scrutiny Annual Report, including trends over the last few years, which will be drafted in the next few months. This will also include results from the staff / partner survey which is currently running.

7. Improving Scrutiny

7.1 The various improvement activities can be summarised as follows:

7.1.1 Scrutiny Annual Report:

The Scrutiny Annual Report for 2014/15 was agreed in July 2015. The report supports continuous improvement for the scrutiny function. Looking forward the report identified a simplified set of improvement outcomes to provide a focus for the year ahead. The committee agreed some actions in relation to its own work to support these objectives:

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

Comment: A regular informal meeting with the Cabinet Member for Transformation & Performance to discuss cabinet business and interface with scrutiny will be taking place.

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.

Comment: The Committee established new Inquiry Panels on Building Sustainable Communities and Tackling Poverty.

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

Comment: The committee identified a need for sessions on Council budget / financial scrutiny; scrutiny questioning skills; and effective scrutiny. The Council has agreed a training & development programme which covers scrutiny and will need to be delivered.

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

Comment: The 'Scrutiny Dispatches' quarterly report is written in a more newsworthy style, and with assistance from the Communications Team press releases have been developed for media coverage.

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

Comment: In addition to inviting questions for Cabinet Member Q & A sessions and requests for scrutiny, the committee agenda now includes a public question time.

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

Comment: We need to discuss with Wales Audit Office links between our work plans, mutual awareness and use of audit / scrutiny findings.

7.1.2 Development Sessions:

Scrutiny Councillors received training during the year on:

- Children's Rights (UNCRC)

This awareness raising training session helped to develop understanding of children's rights and the policy context within which they sit in Swansea. The session also covered the role of scrutiny and questioning in relation to championing children's rights and monitoring the council's implementation of a Children's Rights Scheme.

- Scrutiny of Community Services

This training was provided by the Older People's Commissioner for Wales following guidance issued under Section 12 of the Commissioner for Older People (Wales) Act 2006 on how to take forward a rights-based approach to impact assessments and scrutiny around changes to community services.

8. Developing the Work Programme for 2016/17

- 8.1 A Work Planning Conference will take place on 12 May that will help the committee to consider and identify priorities for scrutiny for the coming year. All scrutiny councillors have been invited to participate in this. As well as new topics the work programme for 2016/17 will include activities that need to be carried over, either because of their importance or because work is incomplete.

- 8.2 Work Outstanding

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

- Inquiry Panels
 - Child & Adolescent Mental Health Services (*completion due: June*)
 - Building Sustainable Communities (*completion due: June*)
 - Tackling Poverty (*pre-inquiry working group was held in April and terms of reference have been drafted for the Inquiry to begin*)

Already identified as possible future Inquiry topics but not started:

- Sustainability – Food Security
- Transition from Children to Adult Social Care
- Follow up of Previous Scrutiny Inquiries
 - Social Care at Home
 - Corporate Culture
 - Education Inclusion
 - School Governance
 - Gypsy & Traveller Site Search Process
- Performance Panels
 - Service Improvement & Finance
 - Schools
 - Child & Family Services
 - Adult Social Services
 - Public Services Board (*multi-agency Panel*)
- Working Groups
 - Local Flood Risk Management (*the committee has agreed that this Working Group should meet annually to review flood risk plans*)
 - Civic Events (*the Convener requested a follow-up meeting to address a number of issues that the Working Group felt needed further consideration*)
 - Corporate Building Services
 - Roads / Highway Maintenance

8.3 Pre-decision scrutiny – the committee is invited to consider the available information on future cabinet business (attached as **Appendix 7**) and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications. 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, raise thoughts, and ask questions on proposed cabinet reports to provide ‘critical friend’ challenge and influence decision-making.

8.3.1 At the last meeting a report on ‘Castle Square - Development and Public Realm Opportunity’ was identified for possible pre-decision scrutiny subject to further information about the proposed report and decision. The following advice has been received from relevant officers:

Planning Policy supports city centre redevelopment and the joining up of public spaces aiming for a green artery running through the city to the sea. Castle Square is a key open space within the city. The Council has been approached by a developer with a vision for developing a small number of high quality restaurants on part of Castle Square and as part of the development would retain and upgrade a significant area of public realm in keeping with such a high profile, central area. Public access to the square would be maintained at all times, with continuing provision for events to be hosted by the Council and other organisations. There is potential for the developer to take responsibility for ongoing maintenance of Castle Square, thus relieving the Council of this obligation. Council officers and advisors consider such a scheme would benefit the city centre. The proposed quality of this development would differentiate it from the existing offer and complement other redevelopment proposals, including St Davids. In order to consider this opportunity further the site would need to be marketed to explore other development options that include public realm and greening, and ensure “best consideration”. At this stage Cabinet are being asked to authorise the principle of marketing the site. Before doing so it would be necessary to advertise the proposal as part of its legal obligations relating to public consultation where there is any proposal to dispose of open space. Any objections would then need to be considered by Cabinet before moving forward. The outcome of any marketing would require a further report to Cabinet for a decision relating to any options. This report to Cabinet is exempt as there is commercial confidentiality in revealing proposals put forward by the developer.

The committee should confirm whether it wishes to undertake pre-decision scrutiny of this matter, in which case a committee meeting will need to take place ahead of the Cabinet meeting the report is scheduled for (16 June).

- 8.3.2 Commissioning Reviews – it is acknowledged that reports about the various commissioning reviews that are planned are key cabinet decisions and should be subject to scrutiny. Further to the committee’s discussion with the lead officer, Martin Nicholls, a meeting between the convener of the Service Improvement & Finance Scrutiny Performance Panel, Cabinet Member for Transformation & Performance, and lead officer has led to an agreement that all Commission Reviews would undergo pre-decision scrutiny. This will be carried out via the committee or relevant Panels as appropriate. This work will need to be scheduled into respective work plans.
- 8.4 The Committee is invited to share ideas about any other topics that might need to be looked at by scrutiny in future. To ensure awareness and avoidance of duplication with the work of Cabinet Advisory Committees (CAC) it may be beneficial for the committee to receive information about CAC work plans.
- 8.5 The first scheduled meeting of the Scrutiny Programme Committee in the new council year is expected to be 13 June 2016.

9. Scrutiny Annual Report

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

10. Financial Implications

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

11. Legal Implications

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

Background papers: None

Legal Officer: Wendy Parkin
Finance Officer: Paul Cridland

Appendices:

- Appendix 1: Scrutiny Programme Committee Terms of Reference
- Appendix 2: The Committee's Completed Work Plan 2013/14
- Appendix 3a: Overall Scrutiny Work Programme Timetable 2013/14
- Appendix 3b: Progress of Panels and Working Groups
- Appendix 4: Scrutiny Councillor / Officer Leads
- Appendix 5: Scrutiny Performance Data
- Appendix 6: Annual Councillor Scrutiny Survey Results
- Appendix 7: Forward Look (Cabinet Business)

Scrutiny Programme Committee - Terms of Reference

1 General

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

2 Scrutiny Panels

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

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

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

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

3 Scrutiny Work Programme

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

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

4 Service and Policy Areas

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

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

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

5. Cabinet Portfolios

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

Scrutiny Programme Committee – Work Plan

Standing Agenda Items:

Scrutiny Work Programme	<ul style="list-style-type: none"> To maintain overview on scrutiny work, monitor progress, and coordinate as necessary To plan for future committee meetings including key expectations e.g. key questions to explore, witnesses / information required To review future cabinet business and consider opportunities for pre-decision scrutiny To consider any councillor / public requests for scrutiny and/or Councillor Calls for Action (CCfA)
Membership of Scrutiny Panels and Working Groups	<ul style="list-style-type: none"> To agree membership of Scrutiny Panels and Working Groups (including appointment of conveners) and subsequent changes
Scrutiny Letters	<ul style="list-style-type: none"> To review scrutiny letters and Cabinet Member responses arising from scrutiny activities
Scrutiny Dispatches (Quarterly)	<ul style="list-style-type: none"> To approve content of Dispatches prior to reporting to Council, ensuring visibility and awareness of headlines from scrutiny activities, achievements and impact (12 Oct; 11 Jan; 11 Apr)
Scrutiny Events	<ul style="list-style-type: none"> Information about upcoming and feedback from recent scrutiny events (e.g. relevant regional / national scrutiny development & improvement Issues; WLGA / CfPS network meetings)

Items for Specific Meetings:

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

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

	<ul style="list-style-type: none"> Progress Report – Service Improvement & Finance Performance Panel 	<ul style="list-style-type: none"> Councillor Chris Holley, Convener, attending to update on headlines from the Panel’s work and achievements
14 Dec	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Cabinet Member for Finance & Strategy
	<ul style="list-style-type: none"> Progress Report – Child & Family Services Performance Panel 	<ul style="list-style-type: none"> Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel’s work and achievements
	<ul style="list-style-type: none"> Pre-decision Scrutiny: City Centre Development Sites – Selection of Preferred Developer(s) 	<ul style="list-style-type: none"> To undertake pre-decision scrutiny of proposed Cabinet report, of the Cabinet Member for Enterprise, Development & Regeneration, and decision scheduled for 19 November cabinet meeting.
11 Jan	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Cabinet Member for Services for Anti Poverty
	<ul style="list-style-type: none"> Final Inquiry Report: <ul style="list-style-type: none"> School Governance 	<ul style="list-style-type: none"> To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Fiona Gordon, prior to submission to Cabinet for decision
	<ul style="list-style-type: none"> Progress Report – Schools Performance Panel 	<ul style="list-style-type: none"> Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel’s work and achievements
8 Feb	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Cabinet Member for Adults & Vulnerable People
	<ul style="list-style-type: none"> Progress Report – Service Improvement & Finance Performance Panel 	<ul style="list-style-type: none"> Councillor Chris Holley, Convener, attending to update on headlines from the Panel’s work and achievements
	<ul style="list-style-type: none"> Overview of Commissioning Review Process 	<ul style="list-style-type: none"> The Chief Operating Officer presenting an overview of the Commissioning Service Reviews in his role as Commissioning Strand Lead, in order to aid understanding of the purpose and process, and discuss scrutiny involvement.
14 Mar	<ul style="list-style-type: none"> Cabinet Member Question Session 	<ul style="list-style-type: none"> Question and answer session with Cabinet Member for Next Generation Services
	<ul style="list-style-type: none"> Crime & Disorder Scrutiny 	<ul style="list-style-type: none"> Joint Chairs of Safer Swansea Partnership to attend to provide information and take questions on the performance of the Partnership to enable committee to explore plans / objectives, achievements, impact, challenges etc
	<ul style="list-style-type: none"> Progress Report – Child & Family Services Performance Panel 	<ul style="list-style-type: none"> Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel’s work and achievements

	<ul style="list-style-type: none"> • Older People's Commissioner for Wales 	<ul style="list-style-type: none"> • Guidance on Equality & Human Rights Impact Assessments and Scrutiny.
11 Apr	<ul style="list-style-type: none"> • Cabinet Member Question Session 	<ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Enterprise, Development & Regeneration • Report on Planning System
	<ul style="list-style-type: none"> • Progress Report – Schools Performance Panel 	<ul style="list-style-type: none"> • Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel's work and achievements
	<ul style="list-style-type: none"> • Scrutiny of Swansea Public Services Board 	<ul style="list-style-type: none"> • To consider implication of introduction of statutory Public Services Boards (in place of Local Service Boards) through the Wellbeing of Future Generations (Wales) Bill.
9 May	<ul style="list-style-type: none"> • Cabinet Member Question Session 	<ul style="list-style-type: none"> • Question and answer session with Cabinet Member for Environment & Transportation
	<ul style="list-style-type: none"> • Progress Report – Local Service Board Performance Panel 	<ul style="list-style-type: none"> • Convener attending to update on headlines from the Panel's work and achievements
	<ul style="list-style-type: none"> • Annual Work Plan Review 	<ul style="list-style-type: none"> • To reflect on the year's work, achievements, experiences, issues, ideas for future scrutiny

Scrutiny Work Programme 2016-17

Appendix 3a

ACTIVITY	May	June	July	August	September	October
Scrutiny Programme Committee	9	13	11	8	12	10
Inquiry Panels						
Current:						
CAMHS (started Oct 2015)						
Building Sustainable Communities (started Jan 2016)	18					
Tackling Poverty						
Follow Up:						
Social Care at Home (Cabinet 20/8/15)						
Corporate Culture (Cabinet 15/10/15)			6			
Education Inclusion (Cabinet 19/11/15)						
School Governance (Cabinet decision awaited)						
	Planning		Evidence Gathering		Final Report	Cabinet
Performance Panels						
Service Improvement & Finance	11	22	27	31	21	26
Schools	11	16	14		1	29
Child & Family Services						
Adult Social Services						
Public Services Board (multi-agency panel)		20				
Other Panels / Working Groups						
ERW Regional Councillor Group						
Local Flood Risk Management						
Civic Events						

Progress Report – Current Scrutiny Panels and Working Groups

1. Inquiry Panels:

a) 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's final report was presented to Cabinet on 17 March. A response to the recommendations from Cabinet is expected within two months.

Projected End Date: Complete

b) Child & Adolescent Mental Health Services (convener: Cllr Mary Jones)

Key Question: How is the Council working with health and other partners to reduce demand for specialist child & adolescent mental health services?

Progress Bar:

Planning	Evidence Gathering	Draft Final Report

The panel is due to meet in early May to consider its findings

Projected End Date: May 2016

c) Building Sustainable Communities (convenor: Cllr Terry Hennegan)

Key Question: How can the council best support residents to run services in their own communities?

Progress Bar:

Planning	Evidence Gathering	Draft Final Report

In the panel will speak to representatives from Council and non-council community centres across Swansea. The Panel will then meet in early June to discuss their findings and to begin to conclude the inquiry.

Projected End Date: June 2016

2. Pre-Inquiry Working Groups:

a) Tackling Poverty (convener: Sybil Crouch)

A pre-inquiry Working Group took place on 20 April, where Members received an overview report and relevant information from the Cabinet Member and officers. The group agreed to proceed with an in depth inquiry into this topic and came to a view about the focus for the inquiry. Draft terms of reference have been produced and are attached.

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 & 3 March 2016 (Follow up complete)
Public Engagement	17 Feb 2015	15	1	0	25 Aug 2015 (Follow up complete)
Streetscene	14 Apr 2015	14	4	3	20 Jan 2016 (Follow up complete)
Social Care at Home	20 Aug 2015	16	5	1	May 2016

Corporate Culture	15 Oct 2015	19	0	0	6 Jul 2016
Education Inclusion	21 Jan 2016	19	0	1	Oct 2016

4. Performance Panels:

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

The Panel met on 13 April. The main item on the agenda was the Cabinet report (January 2016) on the closure of the ICT project to bring the service back in-house. The Panel identified a continuing interest in the work that is being done around service continuity and resilience. They also noted that the innovation work being developed is essential to the future delivery of the Council's services. Therefore, the Panel plans to include the new Digital Strategy in its work programme for 2016/17 in order to ensure that it can keep abreast of the work being undertaken to develop the service and to provide an on-going critical friend challenge.

The Panel also considered the 3rd Quarter performance monitoring report. They noted the limited amount of performance data available for the Tackling Poverty priority and are in the process of preparing a letter to the Cabinet Member for Anti-Poverty outlining their concerns on this.

The Convener met with the Cabinet Member for Transformation & Performance (Cllr Clive Lloyd) and the Director of Place (Martin Nicholls) in order to discuss scrutiny involvement in the Commissioning Review Process. It has been agreed that the relevant scrutiny performance panels will carry out pre-decision scrutiny on the Commissioning Reviews as they become available. The first review will be Waste Management, which is due to go to Cabinet on 16 June; therefore a meeting will be arranged for early June in order to carry out pre-decision scrutiny.

The Panel's next meeting is on 11 May where they will consider their Annual work plan review and draft work plan for 2016/17.

b) Schools Performance (convener: Cllr Fiona Gordon)

The Panel will meet on the 11 May to start to plan their work for the new municipal year. They have consulted with Councillors, Officers and the public to look for the most relevant topic within the field of education. The Panel in June will speak to a school that has been assessed by Estyn as sector leading Cefn Hengoed Secondary School.

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

See separate report - item 7 of the agenda.

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

The panel met on 11 April to discuss the Independent Residential Placement Provision and the Development and Implementation of the Post-16 Service.

Independent residential placement provision

The panel was pleased with the significant progress that has been made since 2010 in substantially reducing the number of out of county placements, which clearly demonstrates the effectiveness of the Placement Strategy. The panel had no significant concerns to feedback on this service.

Post-16 service

The panel was updated on the development of the new partnership with Barnardo's (following a tendering process). The panel has followed this work since the former Child and Families Overview and Scrutiny Board carried out an in-depth review to look at the support provided to care leavers, which was completed in March 2012. An area of concern raised in the review was the effectiveness of the Council's contract with Barnardo's to provide leaving care support and the review made the following recommendation to improve the service:

Ensure the contract with Barnardo's is clear about the level of service expected, including the monitoring of delivery and performance, and work with Barnardo's to develop a common set of performance measures for the care leaving service, including a process for evaluating success.

The development of the new Post-16 service is a progressive step and goes beyond the expectations of this recommendation.

Whilst the panel expressed concern about the length of time the process has taken, it was pleased that the establishment of the Post-16 service was now making substantial progress. However, the panel had some concerns about the following issues:

- The need to develop a robust performance management framework to closely monitor the new service.
- The need to develop mechanisms to ensure that children and young people continue to be consulted and involved in the development and on-going delivery of the new service.

Officers agreed to attend a future meeting to provide the following:

- A presentation on the performance framework which is currently being developed to support the new service, including information on the Outcome Star package.
- The implementation plan/timeline for the development of the new services, along with the new organisational structure.

We will build these issues into our work plan for 2016/17.

A new work plan for the panel is currently in development.

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: Uta Clay)

The panel agreed its final report at its meeting on 4 April and this has been sent to the Cabinet Member for a response. This concludes the work of the panel.

b) **Education Through Regional Working** (regional scrutiny group)

A meeting for scrutiny councillors and officers from the six councils participating in ERW was hosted by Swansea on 11 March. Swansea was represented by Cllr Fiona Gordon. It was agreed that a scrutiny councillors group will be set up in order to coordinate scrutiny work and ensure a consistent approach. The group agreed its terms of reference, discussed individual Councils scrutiny education work programmes, looked at the ERW Business Plan for 2016-19, shared good practice in relation to individual schools scrutiny and looked at the data for school standards and categorisation. The next meeting will be hosted by Pembrokeshire Council and is being arranged for September 2016. Swansea Scrutiny Team will provide the support for this group as the Council's contribution to ERW.

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

The Committee previously agreed that the Local Flood Risk Management Working Group can continue to meet on an annual basis in order to provide an on-going scrutiny involvement in the annual review of the Local Flood Risk Management Plan. The Head of Highways and Transportation has been contacted and asked to provide a timescale for future scrutiny involvement.

d) **Civic Events** (convener: Cllr Anthony Colburn)

The Convener of the Civic Events Working Group requested a follow-up meeting to address a number of issues that the Working Group felt needed further consideration. This is being arranged.

e) **Tethered Horses** (convener: Cllr Jeff Jones)

The Working Group has concluded its work and a letter with their findings and recommendations has been sent to the Cabinet Member for Wellbeing and Healthy City and the Cabinet Member for Services for Children and Young People. The response will be reported to the Committee once it is received.

f) **Tree Preservation** (convener: Cllr David Cole)

The Working Group met on 21 April. Councillor Robert Francis-Davies, Cabinet Member for Enterprise, Development & Regeneration, attended along with the relevant offices, and provided an assessment of the current service in relation to the tree preservation process, and information on objectives, procedures/practice, challenges, and improvement plans etc. The Panel is now in the process of preparing a letter to the Cabinet Member containing its findings and recommendations.

Further Working Groups to be convened in the future as time and resources allow, in the order of priority shown:

1. 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 raised in relation to procurement, costs / competitiveness, joined up working across the Council.

2. 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.

Appendix 4

Lead Scrutiny Councillor / Officer Contacts:

Activity	Lead Councillor	Lead Scrutiny Officer
Scrutiny Programme Committee	Mary Jones cllr.mary.jones@swansea.gov.uk	Brij Madahar (01792 637257) brij.madahar@swansea.gov.uk
Inquiry Panels:		
Child & Adolescent Mental Health Services How is the Council working with health and other partners to reduce demand for specialist child and adolescent mental health services?	Mary Jones cllr.mary.jones@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Building Sustainable Communities How can the council best support residents to run services in their own communities?	Terry Hennegan cllr.terry.hennegan@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk
Inquiry Panels (follow up)		
Social Care at Home	Uta Clay cllr.uta.clay@swansea.gov.uk	Dave Mckenna (01792 636090) dave.mckenna@swansea.gov.uk
Corporate Culture	Andrew Jones cllr.andrew.jones@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk
Education Inclusion	Cheryl Philpott cllr.cheryl.philpott@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk
School Governance	Fiona Gordon cllr.fiona.gordon@swansea.gov.uk	Dave Mckenna (01792 636090) dave.mckenna@swansea.gov.uk

Performance Panels:		
Child & Family Services	Paxton Hood-Williams cllr.paxton.hood-williams@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Service Improvement & Finance	Chris Holley cllr.chris.holley@swansea.gov.uk	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk
Schools	Fiona Gordon cllr.fiona.gordon@swansea.gov.uk	Michelle Roberts (01792 637256) michelle.roberts@swansea.gov.uk
Local Service Board (multi-agency)	Mary Jones cllr.mary.jones@swansea.gov.uk	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk
Adult Social Services	tbc	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
<u>Working Groups:</u>		
Local Flood Risk Management	Susan Jones cllr.susan.m.jones@swansea.gov.uk	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk
Civic Events	Anthony Colburn cllr.anthony.colburn@swansea.gov.uk	Delyth Davies (01792 637491) delyth.davies@swansea.gov.uk
Tethered Horses	Jeff Jones cllr.jeff.w.jones@swansea.gov.uk	Dave Mckenna (01792 636090) dave.mckenna@swansea.gov.uk

Tackling Poverty (pre-inquiry)	Sybil Crouch cllr.sybil.crouch@swansea.gov.uk	Dave Mckenna (01792 636090) dave.mckenna@swansea.gov.uk
Tree Preservation	David Cole cllr.david.cole@swansea.gov.uk	Rosie Jackson (01792 636292) rosie.jackson@swansea.gov.uk

Appendix 5

Data for 9 May 2016 Scrutiny Programme Committee (20 May 2015 to 28 April 2016)

	No. of SPC Meetings	No. of Inquiries Completed	No. of Working Groups	No. of Panel / Working Group meetings	Number of backbench councillors actively involved in scrutiny	Average councillor attendance at scrutiny meetings	How many reports presented to Cabinet	Recommendations accepted or partly accepted by Cabinet	No. of scrutiny letters sent	No. of blog posts / press releases
2015/16 (to 28 April)	14 79% attendance	4	6	96	79%	68%	4	97%	69 (22 response n/a)	55 blogs 6 press releases
Page 2014/15	21 83% attendance	4	5	99	77%	72%	4	90%	78 (26 response n/a)	74 blogs 3 Press Releases
2013/14	16 77% attendance	2 further 5 in progress, completion on 3 of these due May / June	6	96	83%	63%	6	95%	45	62 blogs 8 press releases
2012/13 From Nov 2012)	7 (78% attendance)	4	4	65	89%	69%	3	100%	13	38 blogs 7 press releases

Annual Stakeholder Survey
2016
Councillors

1.0	Introduction					
1.1	All councillors and co-opted members received a copy of the annual stakeholder survey. 42 completed the survey. The results were analysed and the results were as follows.					
1.2	<p>1. Are you a:</p> <p>Councillor – Cabinet Member - 16.7% (7) Councillor – Non Executive Member - 78.6% (33) Co-opted Members – 4.8% (2)</p>					
2.0	Scrutiny Arrangements					
2.1	2. How far do you agree or disagree with the following statements:					
		Strongly agree	Tend to agree	Tend to disagree	Strongly disagree	Don't Know
	a. I have a good understanding of the work of scrutiny.	45.2% (19)	47.6% (20)	7.1% (3)	0.0%(0)	0.0%(0)
	b. The scrutiny arrangements are working well.	14.6% (6)	68.3% (28)	9.8% (4)	0.0%	7.3%(3)
	c. The work of scrutiny is councillor-led	33.3% (14)	57.1% (24)	7.1% (3)	0.0%	2.4% (1)
	d. Scrutiny works in a cross cutting fashion and not restricted to departmental silos.	33.3% (14)	47.6% (20)	16.7% (7)	0.0%	2.4% (1)
	e. Non-executive members have good opportunities to participate in scrutiny.	58.5% (24)	34.1% (14)	4.9% (2)	2.4% (1)	0.0%
	f. The Scrutiny Work Programme balances community concerns against issues of strategic risk and importance.	26.2% (11)	47.6% (20)	16.7% (7)	2.4% (1)	7.1% (3)
2.2	3. How far do you agree or disagree with the following statements:					
		Strongly agree	Tend to agree	Tend to disagree	Strongly disagree	Don't Know
	a. Scrutiny has the officer support it needs to be effective	45.2% (19)	42.9% (18)	7.1% (3)	0.0%	4.8% (2)
	b. Scrutiny activities are well planned.	35.7% (15)	50.0% (21)	11.9% (5)	0.0%	2.4% (1)
	c. Scrutiny provides regular challenge to decision-makers	28.6% (12)	47.6% (20)	16.7% (7)	2.4% (1)	4.8% (2)
	d. Scrutiny is an important council mechanism for	38.1% (16)	38.1% (16)	23.8% (10)	0.0%	0.0%

	community engagement					
	e. Scrutiny has a positive impact on the business of the Council	31.0% (13)	45.2% (19)	16.7% (7)	2.4% (1)	4.8% (2)
	f. Scrutiny Councillors have the training and development opportunities they need to undertake their role effectively	23.8% (10)	61.9% (26)	4.8% (2)	0.0%	9.5% (4)
3.0	Officer Support					
3.1	<p>4. How would you rate the level of support you receive from the scrutiny team?</p> <p>Excellent - 33.3% (14) Very good – 47.6% (20) Good – 7.1% (3) Satisfactory – 11.9% (5) Poor – 0.0%</p> <p>5. How could the scrutiny support be improved? The comments received were analysed and the following themes emerged:</p> <ul style="list-style-type: none"> • Communication should be ongoing not just before and after a meeting • Papers or emails with the agenda papers should be sent out sooner • Working well no need for changes • Have more scrutiny officers to cope with the work load. Some panels have very in-depth topics which take a lot of time. • Make work the work of scrutiny more widely known and implement its findings. • Improved research into scrutiny topic areas. • It needs to be councillor led, however councillors are not always the best to decide, officers need the power to suggest, guide and advise. • More involvement with officers on the ground - not only managers • Standardise the format of reports (and supply a template for presenters to use) • Activities/Meetings mainly take place in the daytime. 					
4.0	Training & Development					
4.1	<p>6. Do you have any training and development needs that you feel would assist you in your role as a Scrutiny Committee/Panel member?</p> <p>Yes I do have training and development needs - 21.4% (9) I am ok at the moment but I would like to receive information on any future opportunities - 61.9% (26) No I do not have any training and development needs – 16.7% (7)</p> <p>7. If you do have any training and development needs? Please give further detail below.</p> <p>The following comment was received:</p> <ul style="list-style-type: none"> • I would like proper training if possible shadow a more experienced councillor 					

	<ul style="list-style-type: none"> • As a co-opted member I feel that I am not always aware of the bigger picture to fully participate in some debates. • Anything I can learn about scrutiny of education from other sources, for example sharing of practice with other local authorities or Welsh Government scrutiny of education matters. • I'd like to know more about the legal aspect of the extent to which scrutiny work in relation to Cabinet Members. • Just need to know a bit more of the way the council works. • IT training
5.0	Suggestions for the Scrutiny Work Programme
5.1	<p>8. Do you have any suggestions of topics for possible in-depth inquiry?</p> <ul style="list-style-type: none"> • The process by which the key corporate objectives are a) determined b) monitored and c) altered to reflect changed circumstances ought to be reviewed to see if it is i) sufficiently dynamic to respond to new in-year circumstances ii) fully compatible with the Cabinet system of governance. My experience suggests that the current arrangements are centred around the tasks set for the Chief Executive by the Remuneration committee - which in turn are cascaded down the officer hierarchy - but without, it seems, any involvement of the cabinet members charged with delivering key programmes. • Relationship with outside bodies, this could become a hot topic as inevitably things that used to be done in house are contracted out or taken over by community groups charities. • A review of the scrutiny arrangements and evaluation of the impact of scrutiny on council decisions? • Education SLAs to schools - are they value for money? • How effective are the Cabinet Advisory committees? A great deal of resource has been allocated to this, at the expense of scrutiny, and we need to check if this is good value and whether it undermines the scrutiny process? • Local authority governors - maximising the potential of this resource in school effectiveness. • The planning committee is small and most members would like to have a look at how it is working with the public and developers. • Trafficked overseas working • Swansea city council a paperless authority • Corporate Building Services (2) • More on Child and Adolescent Mental Health Services • Highways, roads, street maintenance, streetscene. (2) • Anti - poverty outcomes • Commercialism • The complaints procedure • Implementation of the Welsh Language Act and Welsh Language Standards. This is an important area of legislation with the standards due to be introduced shortly. • Provision of affordable housing across Swansea. • Preparations for/understanding of wellbeing and future generations act. Are we narrowing the gap? If prevention is better than care, do we have the correct balance of resources? • We look at the needs of the children and at child abuse. I think we tend to see child abuse as a young person and an older person. I think we need to look at

	abuse that happens where both are of similar age e.g. 14+ and a boy of 16+.
5.2	<p>9. Do you have any suggestions of service areas that may require in-depth performance/financial monitoring?</p> <ul style="list-style-type: none"> • Inter agency working with the NHS to increase jointly provided / jointly funded services. • Central services such as finance and HR because they have been at the centre of recent activities and we need to assess their effectiveness in achieving staffing and financial reductions. • Adult Services (2) • Highways maintenance • Dog fouling • Corporate Building Services, Examine Gold, silver and bronze service - do we get what we pay for? • None of the panels I have sat on look at financial aspects at any depth. Even when the budget is looked at by Service Improvement and Finance Panel, detailed figures are not available. • Transfer of community assets and their pit falls. • Possibly a discrete panel following on from the CAMHS inquiry as we haven't yet reached our conclusions. It is difficult to say but I feel there may be some issues that may need to be addressed. • WHQS and how the work has been carried out and the financial costs and implication. • I think the important areas are being covered but there will be opportunities for scrutiny to be involved in future commissioning reviews. • Estates, are landsales maximising profit or meeting corporate goals
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6.0	General
6.1	11. How would you describe scrutiny?

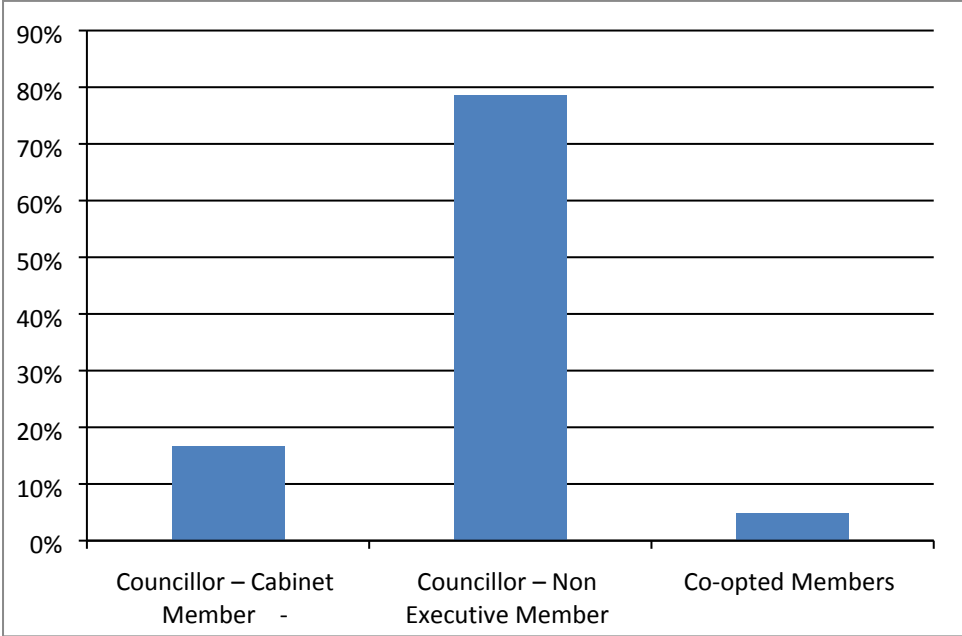
	<ul style="list-style-type: none"> • Useful to learn and understand areas of the council work. • An opportunity to improve areas of such work. In depth scrutiny of what is happening on the ground, finances etc. • Working well • An in depth evaluation of Council's performance, cross cutting departments with an emphasis on finance, delivered by Officers following Councillor enquiries. • As an important and useful methodology/tool for providing advice and recommendations on topic areas. • A 'watch dog' to hold Cabinet members to account but also, and perhaps more importantly, to ensure that senior officers of the Council carry out the policies of political representatives. • Sometimes very tedious and pointless. • Scrutiny gives me the opportunity to meet with officers and the councillor to get a better understanding of the work of the council. • It gives me the opportunity to have an input and shape the work and policy. • A critical friend which gives more back bench councillors a voice • At best it can be a huge additional resource to assist council in attaining difficult goals. At worst it can be a constant drag on progress without offering solutions itself.
6.2	<p>12. In your opinion, what is good about scrutiny?</p> <ul style="list-style-type: none"> • It provides a dis-interested challenge to the Executive and has some reflective capability. • The monitoring • It's making bad decisions put right • Provides an opportunity for open and honest debate and challenge (5) • That it holds the council executive i.e. cabinet to account but also helps the cabinet to know how they are doing (3) • The flexible nature of the work, responding to suggestions and changes. • The officer support - the amount of research, follow up, organisation and creativity in terms of what can be done. The positive, can-do, helpful, friendly approach of members of the team. • Gives a chance to look at important problems • Being able to call in Cabinet Members • That non-executive members have access to cabinet members and are able to affect councils policy • I appreciate the positive contribution and constructive criticism from scrutiny members. Each meeting I have attended to date has been extremely professional and well-managed. • The recommendations • Gives all councillors the opportunity to look at the workings of departments and have good understanding (3)

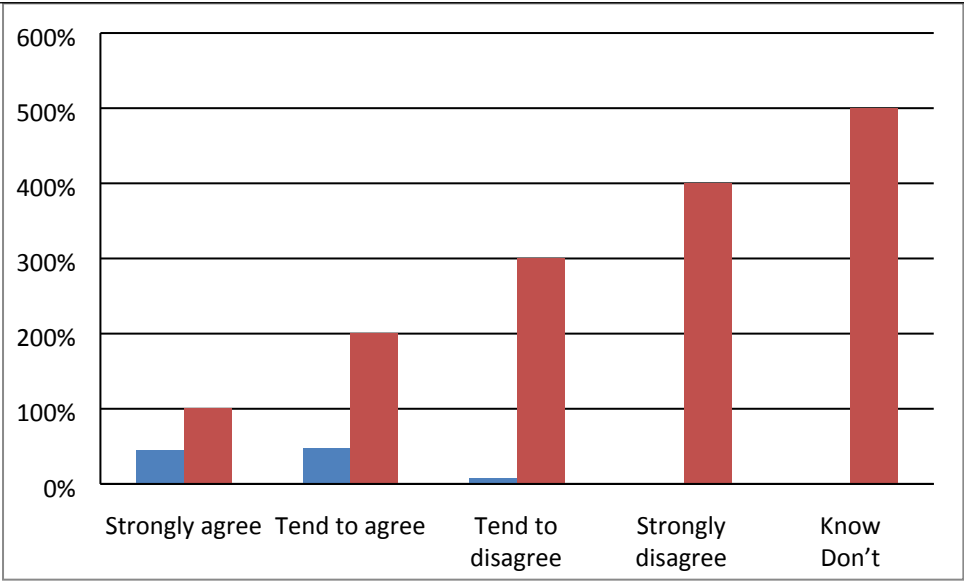
	<ul style="list-style-type: none"> • That councillors are involved • It gives the opportunity to put forward topics for evaluation • How we work with partners - police, communities first, PCSO's • Gives you the opportunity to question representatives of departments and to make recommendations. • There are more topics we scrutinise with councillors that are interested in them. We scrutinise the corporate priorities and we should be scrutinising regulatory body inspections. • I believe all departments should be accountable to scrutiny and it can, through constructive criticism, improve the running of the City. • That is Member led. • Whipping does not apply, that gives freedom to speak according to one's views without having to watch over one's shoulder. • Areas of concern can be looked at by backbench councillors when they believe it needs to happen. • Can define a goal, works with internal and external expertise to challenge current methods and provide workable improvements that benefit the council and citizens.
6.3	<p>13. In your opinion, what could be better?</p> <ul style="list-style-type: none"> • Links between scrutiny and cabinet advisory committees • Standardise the format of documentation and reports and include executive summaries • Making it clear when a particular Panel will meet so that I can commit or not commit as appropriate. Will it be a daytime one or an evening one? • have said before feel that scoping should be simpler, less prescriptive, involve THE WHOLE GROUP not just chair & officer so everyone owns it • Unnecessary duplication from CACs (2) • More members need to be actively involved (3) • Be more proactive tends to be too conservative • Venues are sometimes too small to accommodate comfortably all who attend. • More outcomes which are measureable • Not all scrutiny members participate in questioning Cabinet members • Maybe greater clarity in linking scrutiny topics to corporate priorities. This could just be a tag attached to each panel • We need to make the executive feel that they have been through scrutiny. We must take the lead and not leave Cabinet members take up too much time especially over very good questions. • I feel that scrutiny still has not got the recognition it deserves. It is a function of council but I still feel that we are not appreciated. The officers work extremely hard to promote it - but the media do not help us enough to inform the public about us. • The Cabinet members should be more accountable to scrutiny, even fearful

	<ul style="list-style-type: none"> • Charing • Defining of goals
6.4	<p>14. Do you have any other suggestions for improvement?</p> <ul style="list-style-type: none"> • Do the various scrutiny teams have an opportunity to learn from each other? • Start with a blank page so the group is clear what it is scrutinising, and call in experts & reports later in order to decide how these can be used to help with the process • My experience of CAC's was that there is no link with work that is ongoing or has recently been done in terms of scrutiny in an area of council work. This could lead to duplication and increased pressure on departments to provide information to scrutiny and CAC's. It is also notable that the scrutiny support which is not in place around CAC's would help more the work forward, though I am sure that there is not enough capacity in scrutiny team to service CAC's as well. • More resident input - engagement • Officer presentations at scrutiny Board meetings • Scrutiny should be allowed greater leeway with regards to call ins • More non-executive councillors must participate in scrutiny, the same dedicated councillors cannot and should not carry the non-existence of the few who do. • Ensure chairs of panels are trained and competent • Make it part of proportionality and give allowances to the performance panel conveners. • Scrutiny should have teeth and should have shorter time frames for decisions. • The gradual move to standing committees should still be expected to produce regular, focussed recommendations.

Scrutiny Survey 2016

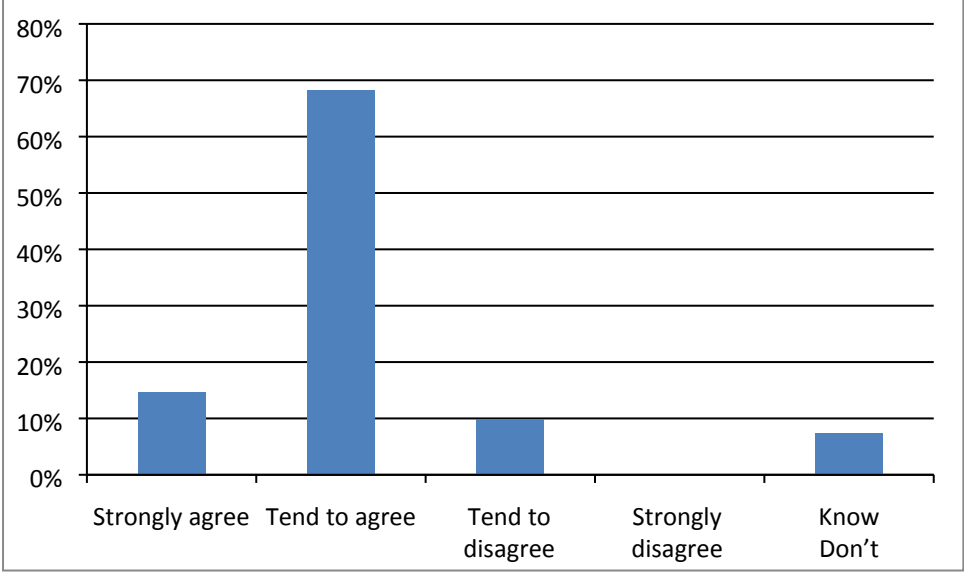
Councillor Results – Graphs

1.0	Introduction								
1.1	All councillors and co-opted members received a copy of the annual stakeholder survey. 42 completed the survey. The results were analysed and the results were as follows.								
1.2	<p>1. Are you a: Graph 1:</p>  <table border="1" data-bbox="300 618 1267 1252"> <caption>Data for Graph 1: Are you a:</caption> <thead> <tr> <th>Councillor Type</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Councillor – Cabinet Member</td> <td>18%</td> </tr> <tr> <td>Councillor – Non Executive Member</td> <td>80%</td> </tr> <tr> <td>Co-opted Members</td> <td>5%</td> </tr> </tbody> </table>	Councillor Type	Percentage	Councillor – Cabinet Member	18%	Councillor – Non Executive Member	80%	Co-opted Members	5%
Councillor Type	Percentage								
Councillor – Cabinet Member	18%								
Councillor – Non Executive Member	80%								
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2.0	Scrutiny Arrangements								
2.1	<p>2. How far do you agree or disagree with the following statements:</p> <p>a) I have a good understanding of the work of scrutiny: Graph 2:</p>								



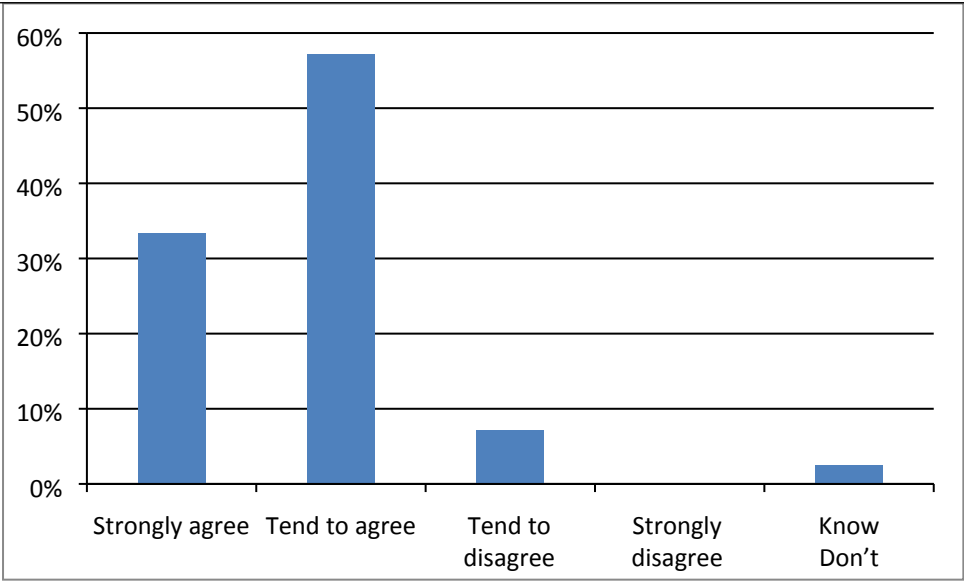
b) The scrutiny arrangements are working well

Graph 3:



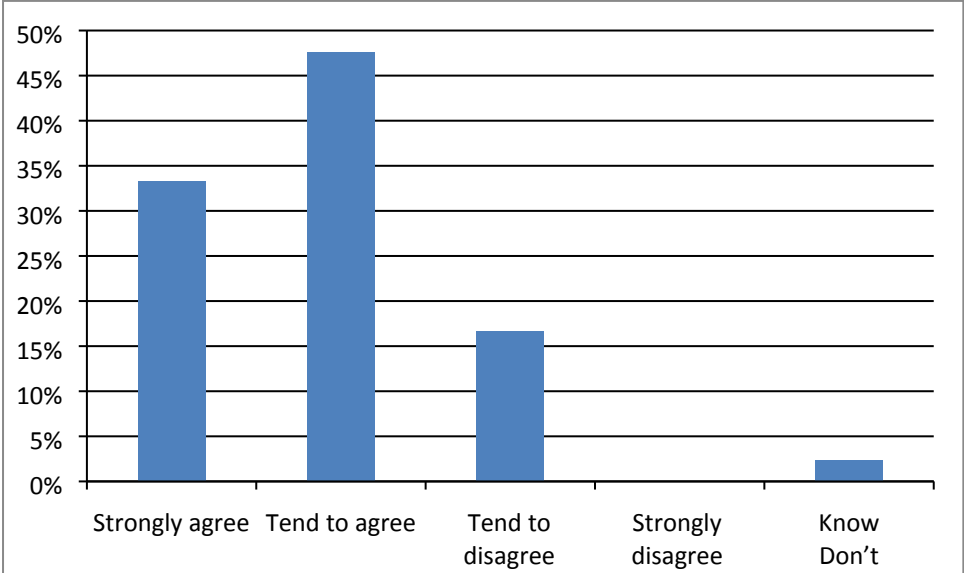
c) The work of scrutiny is councillor-led

Graph 4:



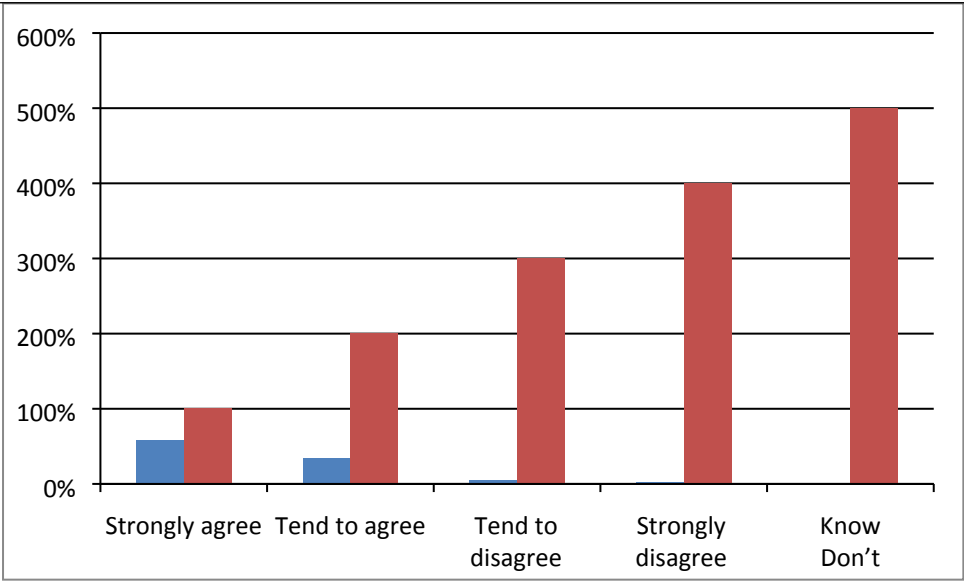
d) Scrutiny works in a cross cutting fashion and not restricted to departmental silos

Graph 5:

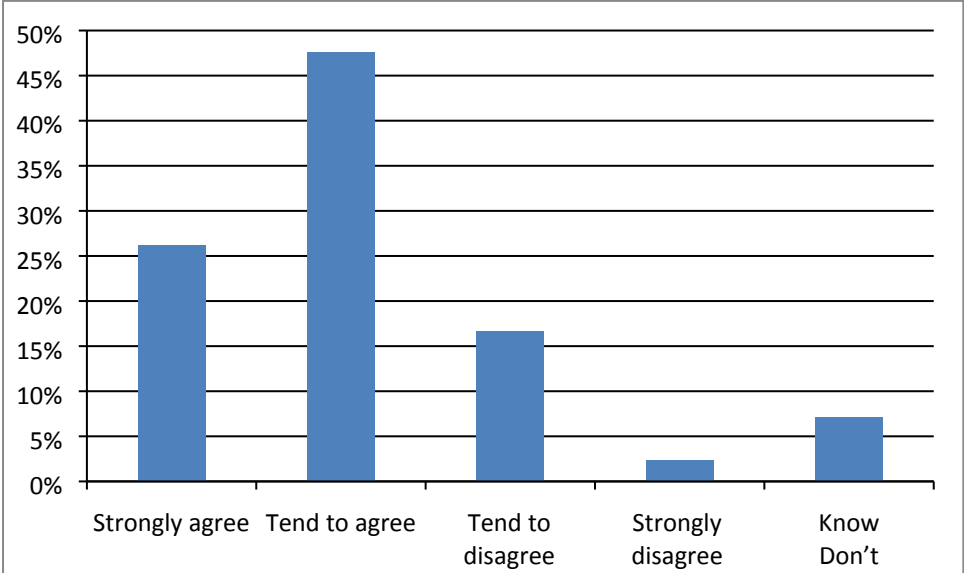


e) Non-executive members have good opportunities to participate in scrutiny

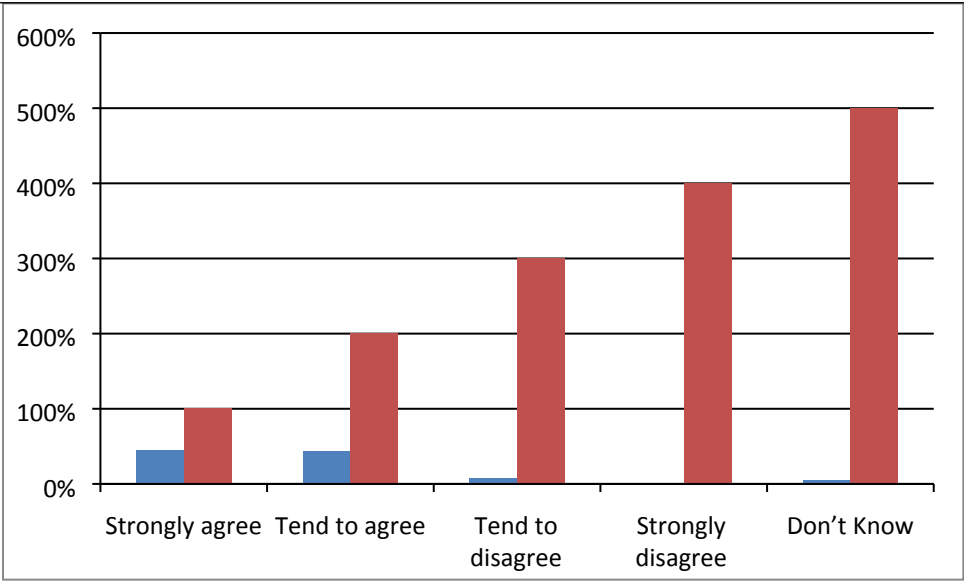
Graph 6:



f) The Scrutiny Work Programme balances community concerns against issues of strategic risk and importance
 Graph 7:

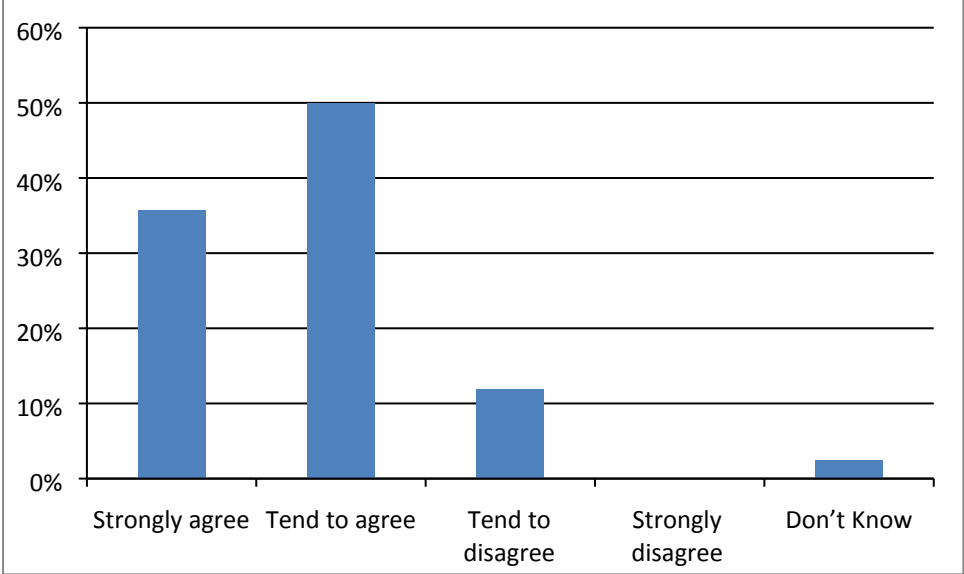


2.2 3) How far do you agree or disagree with the following statements:
a) Scrutiny has the officer support it needs to be effective
 Graph 8:



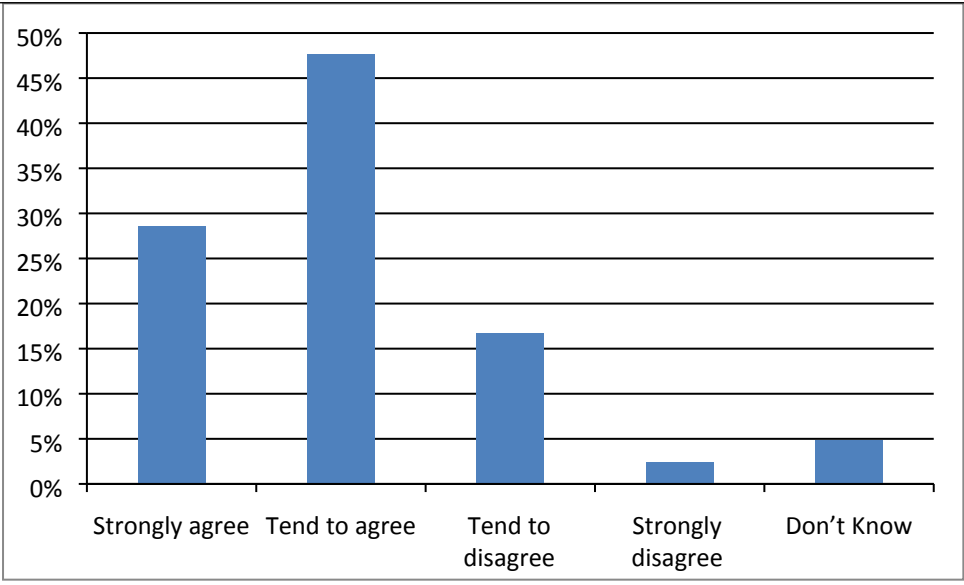
b) Scrutiny activities are well planned

Graph 9:



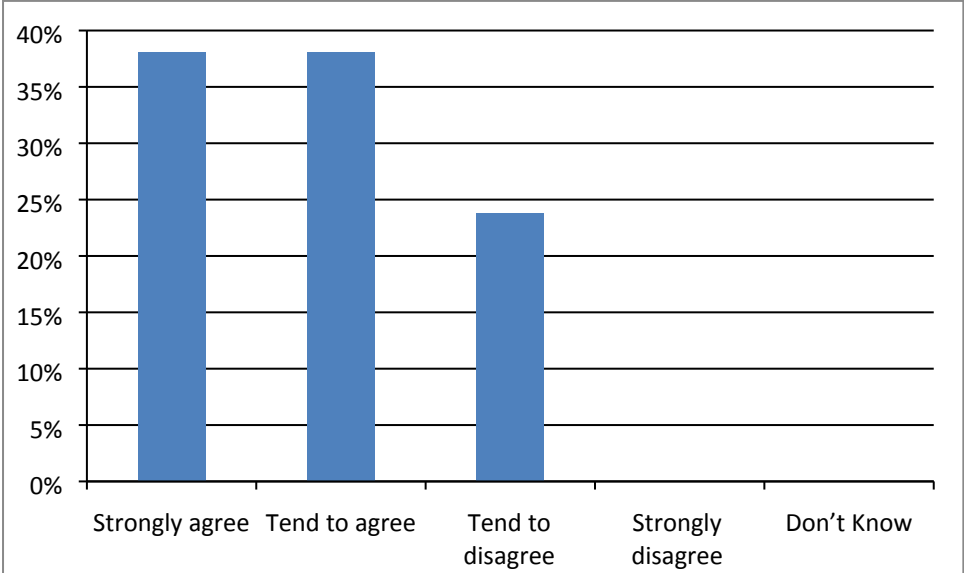
c) Scrutiny provides regular challenge to decision-makers

Graph 10:



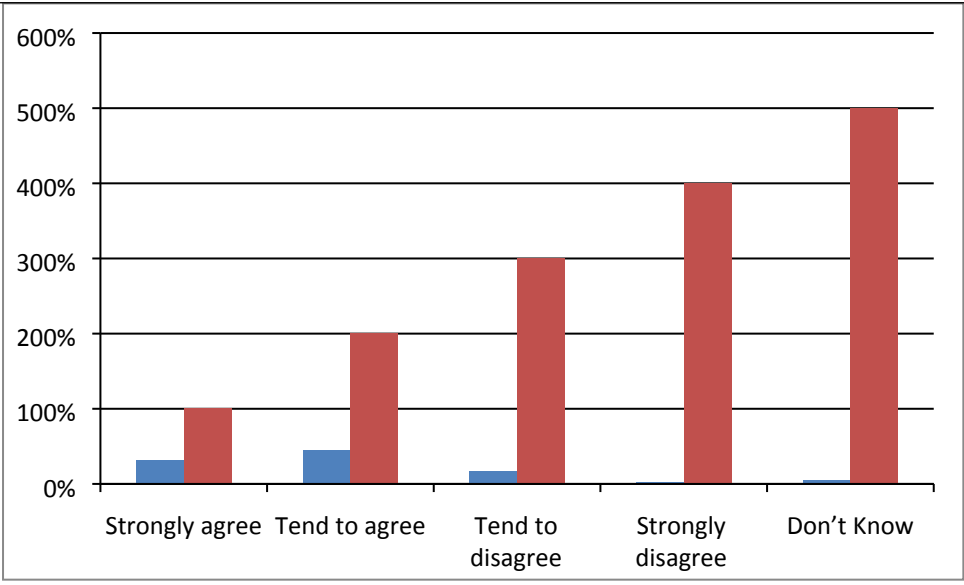
d) Scrutiny is an important council mechanism for community engagement

Graph 11:

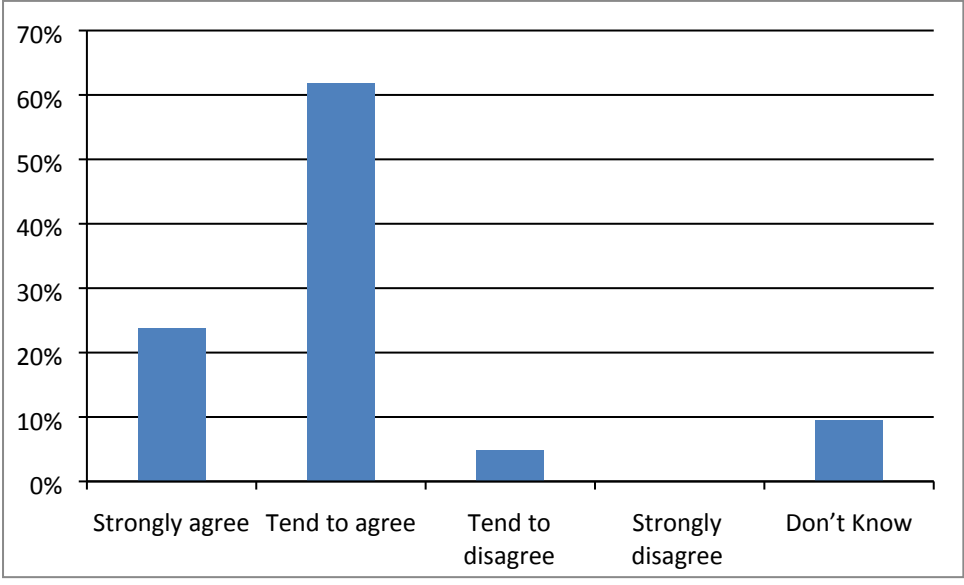


e) Scrutiny has a positive impact on the business of the Council

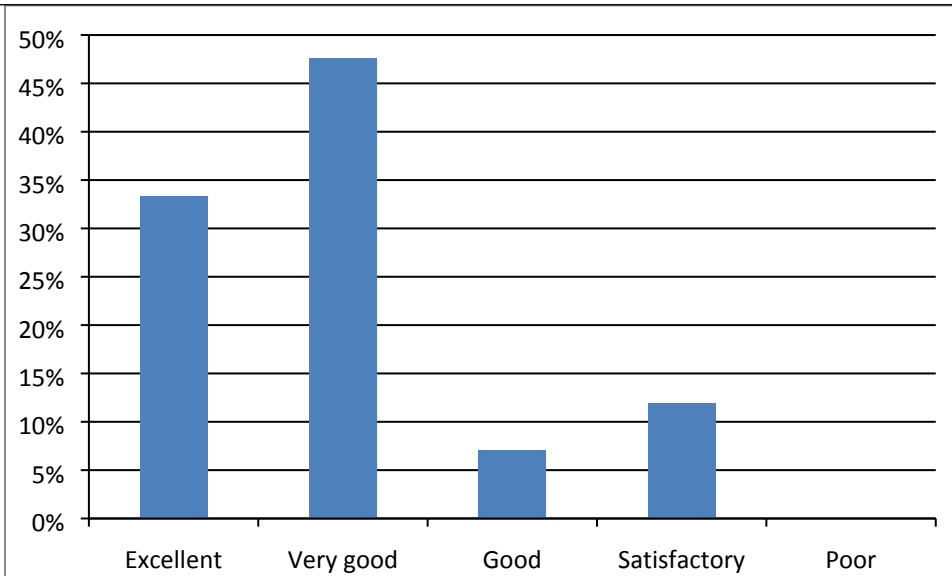
Graph 12:



f) Scrutiny Councillors have the training and development opportunities they need to undertake their role effectively
 Graph 13:



3.0	Officer Support
3.1	4. How would you rate the level of support you receive from the scrutiny team? Graph 14:



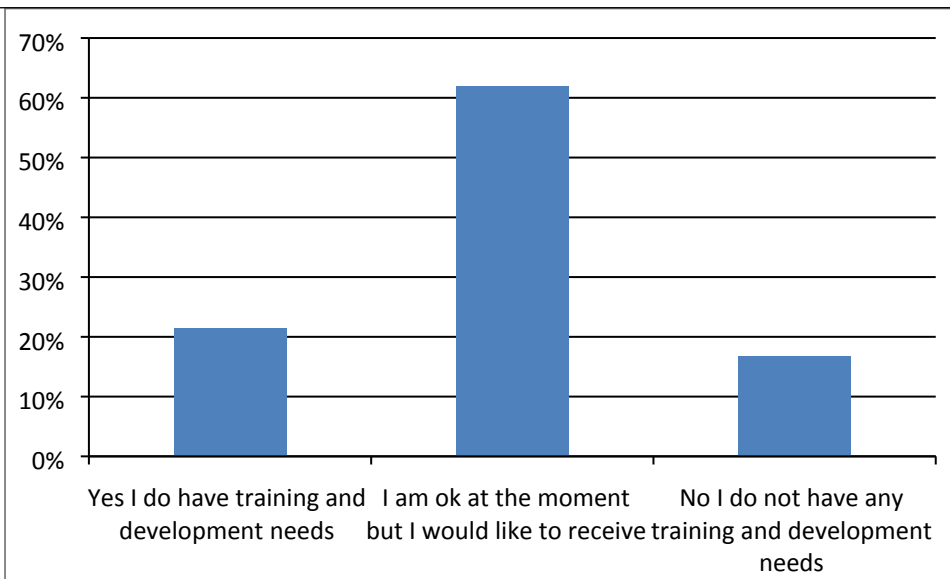
5. How could the scrutiny support be improved?

The comments received were analysed and the following themes emerged:

- Communication should be ongoing not just before and after a meeting
- Papers or emails with the agenda papers should be sent out sooner
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- Have more scrutiny officers to cope with the work load. Some panels have very in-depth topics which take a lot of time.
- Make work the work of scrutiny more widely known and implement its findings.
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- It needs to be councillor led, however councillors are not always the best to decide, officers need the power to suggest, guide and advise.
- More involvement with officers on the ground - not only managers
- Standardise the format of reports (and supply a template for presenters to use)
- Activities/Meetings mainly take place in the daytime.

4.0 Training & Development

4.1 6. Do you have any training and development needs that you feel would assist you in your role as a Scrutiny Committee/Panel member?
Graph 15:



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

The following comment was received:

- I would like proper training if possible shadow a more experienced councillor
- As a co-opted member I feel that I am not always aware of the bigger picture to fully participate in some debates.
- Anything I can learn about scrutiny of education from other sources, for example sharing of practice with other local authorities or Welsh Government scrutiny of education matters.
- I'd like to know more about the legal aspect of the extent to which scrutiny work in relation to Cabinet Members.
- Just need to know a bit more of the way the council works.
- IT training

5.0 Suggestions for the Scrutiny Work Programme

- 5.1 8. Do you have any suggestions of topics for possible in-depth inquiry?
- The process by which the key corporate objectives are a) determined b) monitored and c) altered to reflect changed circumstances ought to be reviewed to see if it is i) sufficiently dynamic to respond to new in-year circumstances ii) fully compatible with the Cabinet system of governance. My experience suggests that the current arrangements are centred around the tasks set for the Chief Executive by the Remuneration committee - which in turn are cascaded down the officer hierarchy - but without, it seems, any involvement of the cabinet members charged with delivering key programmes.
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6.3	<p>13. In your opinion, what could be better?</p> <ul style="list-style-type: none"> • Links between scrutiny and cabinet advisory committees • Standardise the format of documentation and reports and include executive summaries • Making it clear when a particular Panel will meet so that I can commit or not commit as appropriate. Will it be a daytime one or an evening one? • have said before feel that scoping should be simpler, less prescriptive, involve THE WHOLE GROUP not just chair & officer so everyone owns it • Unnecessary duplication from CACs (2) • More members need to be actively involved (3) • Be more proactive tends to be too conservative • Venues are sometimes too small to accommodate comfortably all who attend. • More outcomes which are measureable • Not all scrutiny members participate in questioning Cabinet members • Maybe greater clarity in linking scrutiny topics to corporate priorities. This could just be a tag attached to each panel • We need to make the executive feel that they have been through scrutiny. We must take the lead and not leave Cabinet members take up too much time especially over very good questions. • I feel that scrutiny still has not got the recognition it deserves. It is a function of council but I still feel that we are not appreciated. The officers work extremely hard to promote it - but the media do not help us enough to inform the public about us. • The Cabinet members should be more accountable to scrutiny, even fearful • Charing • Defining of goals
6.4	<p>14. Do you have any other suggestions for improvement?</p> <ul style="list-style-type: none"> • Do the various scrutiny teams have an opportunity to learn from each other? • Start with a blank page so the group is clear what it is scrutinising, and

	<p>call in experts & reports later in order to decide how these can be used to help with the process</p> <ul style="list-style-type: none">• My experience of CAC's was that there is no link with work that is ongoing or has recently been done in terms of scrutiny in an area of council work. This could lead to duplication and increased pressure on departments to provide information to scrutiny and CAC's. It is also notable that the scrutiny support which is not in place around CAC's would help more the work forward, though I am sure that there is not enough capacity in scrutiny team to service CAC's as well.• More resident input - engagement• Officer presentations at scrutiny Board meetings• Scrutiny should be allowed greater leeway with regards to call ins• More non-executive councillors must participate in scrutiny, the same dedicated councillors cannot and should not carry the non-existence of the few who do.• Ensure chairs of panels are trained and competent• Make it part of proportionality and give allowances to the performance panel conveners.• Scrutiny should have teeth and should have shorter time frames for decisions.• The gradual move to standing committees should still be expected to produce regular, focussed recommendations.
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FORWARD PLAN
Internal Plan 2015 – 2016

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p>Castle Square – Development and Public Realm Opportunity.</p>	<p>The Council has been approached by a developer with a proposal to develop 3 quality restaurants on this key city centre site and to refurbish the square.</p> <p>The report will advise on the potential developer interest and benefits the Council could expect to achieve.</p> <p>The site would need to be marketed to comply with procurement procedures.</p>	<p>Katy Evans</p>	<p>Cabinet Member - Environment and Transportation</p>	<p>Cabinet</p>	<p>16 Jun 2016</p>	<p>Fully exempt</p>

FORWARD PLAN
Internal Plan 2015 – 2016

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p>Western Bay Regional Adoption Service Inter Authority Agreement.</p>	<p>To update on the progress of the formulation of the WB Regional Adoption Service Inter Authority Agreement and to agree in principle the final Inter Authority Agreement for the WB Adoption Services that meets statutory requirements.</p>	<p>David Howes</p>	<p>Cabinet Member - Services for Children and Young People (Deputy Leader)</p>	<p>Cabinet</p>	<p>16 Jun 2016</p>	<p>Open</p>

FORWARD PLAN
Internal Plan 2015 – 2016

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Contracts for Home to School Transport Services (SH 16-21)	29 Mainstream Home to School Transport contracts being re-tendered from 1st September 2016 to comply with Contract Procedure Rules. These have a value of just over £5.1m over their maximum four years and six months term	Cath Swain	Cabinet Member - Education	Cabinet	16 Jun 2016	Fully exempt

Report of the Chair

Scrutiny Programme Committee – 9 May 2016

MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS

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

1. Introduction

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

2. Proposed Revision to Scrutiny Panel / Working Group Membership

- 2.1 There are no membership changes to existing Panels / Working Groups report. However this report is provided to facilitate any changes that may need to be made at the meeting in respect of scrutiny panel and working group membership.

3. New Adult Social Services Scrutiny Performance Panel

- 3.1 Expressions of interest amongst scrutiny councillors have been invited and will be reported to the committee for agreement.

4. Legal Implications

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

5. Financial Implications

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

Background Papers: None

Legal Officer: Wendy Parkin

Finance Officer: Paul Cridland

Report of the Chair

Scrutiny Programme Committee – 9 May 2016

SCRUTINY LETTERS

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

1. Introduction

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

2. Reporting of Letters

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

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

2.3 Letters relating to the work of Performance Panels are part of an ongoing dialogue with Cabinet Members and are therefore reported back and monitored by each Panel. The exception to this is the Public Services Board Scrutiny Performance Panel, whose letters will be reported as this committee is the designated committee for scrutinising Swansea Public Services Board (for the purposes of the Well-being of Future Generations (Wales) Act 2015). However all Performance Panel conveners will provide a quarterly progress report to the committee, including summary of correspondence with Cabinet Members and outcomes.

3. Letters Log

3.1 This report contains a log of scrutiny letters produced to enable the committee to maintain an overview of letters activity over the last year – see **Appendix 1**.

3.2 The following letter(s) are also attached for discussion:

	Activity	Meeting Date	Correspondence
a	Cabinet Member Q & A	8 Feb	Letter to / from Cabinet Member for Adults & Vulnerable Children
b	Cabinet Member Q & A	14 Mar	Letter to / from Cabinet Member for Next Generation Services
c	Local Service Board Performance Panel	21 Mar	Letter to / from Leader of the Council (chair of the LSB)

3.2.1 The letter from the LSB Performance represents the conclusion of the Panels work before the Public Services Board Scrutiny Performance Panel begins shortly.

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: Wendy Parkin

Finance Officer: Paul Cridland

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

Ave. Response Time (days): 20 (target within 21 days) % responses within target: 79

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

8	Child & Family Services Performance Panel	08-Jun	Workplan / Issues from Previous Letters	Services for Children & Young People (Deputy Leader)	15-Jun	Not required	n/a	n/a
9	Service Improvement & Finance Performance Panel	10-Jun	New Performance Framework & Indicators	Transformation & Performance	24-Jun	25-Aug	62	n/a
10	Attainment & Wellbeing Inquiry Panel	11-Jun	Follow Up on Recommendations and Impact of Inquiry	Services for Children & Young People (Deputy Leader)	29-Jun	13-Jul	14	10-Aug
11	Transformation of Adult Social Services Panel	29-Jun	Domiciliary Care Commissioning Review	Services for Adults & Vulnerable People	13-Jul	23-Jul	10	n/a
12	Child & Family Services Performance Panel	06-Jul	Signs of Safety Practice Framework	Services for Children & Young People (Deputy Leader)	22-Jul	28-Jul	6	n/a
13	Economic Inactivity Inquiry Panel	24-Jun	Follow Up on Recommendations and Impact of Inquiry	Enterprise, Development & Regeneration	27-Jul	Not required	n/a	10-Aug
14	Committee	13-Jul	Cabinet Member Question Session	Finance & Strategy (Leader)	03-Aug	Not required	n/a	10-Aug
15	Inward Investment Inquiry Panel	14-Jul	Follow Up on Recommendations and Impact of Inquiry	Enterprise, Development & Regeneration	06-Aug	Not required	n/a	14-Sep
16	Schools Performance Panel	13-Aug	Additional Learning Needs Reform	Education	01-Sep	21-Sep	20	n/a

17	Public Engagement Inquiry Panel	25-Aug	Follow Up on Recommendations and Impact of Inquiry	Transformation & Performance	09-Sep	Not required	n/a	
18	Child & Family Services Performance Panel	10-Aug	Performance Monitoring Report	Services for Children & Young People (Deputy Leader)	10-Sep	28-Sep	18	n/a
19	Committee	10-Aug	Cabinet Member Question Session	Services for Children & Young People (Deputy Leader)	16-Sep	25-Sep	9	12-Oct
20	Service Improvement & Finance Performance Panel	12-Aug	Cabinet Member Question & Answer Session and an overview of Parks & Gardens	Wellbeing & Healthy City	16-Sep	06-Oct	20	n/a
21	Service Improvement & Finance Performance Panel	12-Aug	Cabinet Member Question & Answer Session	Transformation & Performance	16-Sep	05-Oct	19	n/a
22	Transformation of Adult Social Services Panel	24-Aug	Network Hubs	Services for Adults & Vulnerable People	30-Sep	21-Oct	21	n/a
23	Transformation of Adult Social Services Panel	21-Sep	Unit costs - in-house residential and domiciliary care	Services for Adults & Vulnerable People	05-Oct	Not required	n/a	n/a
24	Service Improvement & Finance Performance Panel	16-Sep	Grand Theatre, City Centre Regeneration and Arts & Culture	Enterprise, Development & Regeneration	08-Oct	03-Nov	26	n/a
25	Schools Performance Panel	10-Sep	Performance and support for LAC children and for Gypsy and Traveller children	Education	13-Oct	28-Oct	15	n/a

26	Schools Performance Panel	21-Sep	Reviewing the School Improvement Service	Education	14-Oct	28-Oct	14	n/a
27	Committee	14-Sep	Cabinet Member Question & Answer Session	Wellbeing & Healthy City	20-Oct	30-Dec	71	11-Jan
28*	Service Improvement & Finance Performance Panel	16-Sep	Grand Theatre, City Centre Regeneration and Arts & Culture	Welsh National Opera	21-Oct	23-Oct	n/a	n/a
29*	Service Improvement & Finance Performance Panel	16-Sep	Grand Theatre, City Centre Regeneration and Arts & Culture	Arts Council Wales	21-Oct	28-Oct	n/a	n/a
30	Schools Performance Panel	14-Oct	Future of Education other than at School services	Education	26-Oct	02-Dec	37	n/a
31	Schools Performance Panel	08-Oct	Meeting with Casllwchwr Primary School	Education	26-Oct	Not required	n/a	n/a
32	Committee	12-Oct	Cabinet Member Question & Answer Session	Education	28-Oct	25-Nov	28	14-Dec
33	Child & Family Services Performance Panel	28-Sep	Prevention and early intervention	Services for Children & Young People (Deputy Leader)	09-Nov	30-Nov	21	n/a
34	Transformation of Adult Social Services Panel	19-Oct	Unit costs - in-house residential and domiciliary care	Services for Adults & Vulnerable People	10-Nov	08-Dec	28	n/a
35	Schools Performance Panel	03-Nov	Estyn recommendations 1 year on and Annual Audit of Schools	Education	18-Nov	31-Dec	43	n/a
36	Child & Family Services Performance Panel	26-Oct	Development of the Post-16 Service	Services for Children & Young People (Deputy Leader)	30-Nov	23-Dec	23	n/a

37	Civic Events Working Group	12-Nov	Management & Organisation of Civic Events	Transformation & Performance	07-Dec	18-Dec	11	11-Jan
38	Committee	09-Nov	Cabinet Member Question & Answer Session	Transformation & Performance	08-Dec	22-Dec	14	11-Jan
39	Child & Family Services Performance Panel	23-Nov	September 2015 Performance Report	Services for Children & Young People (Deputy Leader)	09-Dec	24-Dec	15	n/a
40	Committee	14-Dec	Cabinet Member Question & Answer Session	Finance & Strategy (Leader)	07-Jan	Not required	n/a	08-Feb
41	Service Improvement & Finance Performance Panel	11-Nov	Update about the procurement of Oracle Support from a third party supplier.	Transformation & Performance	11-Jan	28-Jan	17	n/a
42	Service Improvement & Finance Performance Panel	09-Dec	Welsh Public Library Standards and Annual Performance Report	Enterprise, Development & Regeneration	13-Jan	Not required	n/a	n/a
43	Service Improvement & Finance Performance Panel	09-Dec	Recycling & Landfill	Environment & Transportation	13-Jan	Not required	n/a	n/a
44	Transformation of Adult Social Services Panel	14-Dec	Performance data - integrated service hubs, older people's services income generation, local area co-ordination evaluation	Services for Adults & Vulnerable People	15-Jan	05-Feb	21	n/a
45	Child & Family Services Performance Panel	21-Dec	Western Bay Youth Justice & Early Intervention Service	Services for Children & Young People (Deputy Leader)	18-Jan	29-Jan	11	n/a

46	Child & Family Services Performance Panel	18-Jan	Performance of Domestic Abuse Hub	Services for Children & Young People (Deputy Leader)	27-Jan	11-Feb	15	n/a
47	Transformation of Adult Social Services Panel	11-Jan	Pre-decision Abergelli & Beeches	Services for Adults & Vulnerable People	27-Jan	Not required	n/a	n/a
48	Schools Performance Panel	21-Jan	Annual Education Performance data	Education	28-Jan	Not required	n/a	n/a
49	Service Improvement & Finance Performance Panel	20-Jan	Annual Review of Performance; 2 nd Quarter Budget Monitoring Report; sickness monitoring; arrangements for the scrutiny of the Council's Budget proposals.	Finance & Strategy (Leader)	02-Feb	23-Feb	21	n/a
50	Service Improvement & Finance Performance Panel	20-Jan	Improvement Objective G – Healthy Lifestyles and new growing spaces; and Performance Indication SUSC3.	Anti-Poverty	02-Feb	11-Feb	9	n/a
51	Local Flood Risk Management Working Group	14-Dec	Flood Risk Management Plan; Joint Working arrangements between council departments; Monitoring and further scrutiny work to take place annually when plan goes through its annual monitoring process	Environment & Transport	04-Feb	19-Feb	15	14-Mar

52	Committee	11-Jan	Cabinet Member Question Session	Anti-Poverty	10-Feb	24-Feb	14	14-Mar
53	Service Improvement & Finance Performance Panel	10-Feb	Budget consultation	Finance & Strategy (Leader)	29-Feb	21-Mar	21	n/a
54	WHQS Working Group	03-Feb	Progress towards achieving the Welsh Housing Quality Standard	Next Generation Services	01-Mar	22-Mar	21	11-Apr
55	Schools Performance Panel	23-Feb	Consultation on the West Glamorgan Music Service	Education	02-Mar	07-Mar	5	n/a
56	Streetscene Inquiry Panel	20-Jan	Follow Up on Recommendations and Impact of Inquiry	Environment & Transport	03-Mar	16-Mar	13	11-Apr
57	Inward Investment Inquiry Panel	03-Mar	Follow Up on Recommendations and Impact of Inquiry	Enterprise, Development & Regeneration	09-Mar	Not required	n/a	11-Apr
58	Committee	08-Feb	Cabinet Member Question Session	Adults & Vulnerable People	18-Mar	08-Apr	21	09-May
59	Child & Family Services Performance Panel	14-Mar	Corporate Parenting Strategy	Services for Children & Young People (Deputy Leader)	29-Mar	n/a		
60	Committee	14-Mar	Cabinet Member Question Session	Next Generation Services	30-Mar	21-Apr	22	09-May
61	Local Service Board Performance Panel	21-Mar	Findings & recommendations from Panel's work looking at Older People's Independence Priority	Finance & Strategy (Leader)	31-Mar	15-Apr	21	09-May



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

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

Please ask for: Scrutiny
Gofynnwch am:
Direct Line: 01792 637257
Llinell Uniongyrochol:
e-Mail scrutiny@swansea.gov.uk
e-Bost:
Our Ref SPC/2015-16/8
Ein Cyf:
Your Ref
Eich Cyf:
Date 18 March 2016
Dyddiad:

BY EMAIL

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Adults & Vulnerable People following the meeting of the Committee on 8 February 2016. It is about Adult Social Services Performance, Social Care and Local Area Coordination.

Dear Councillor Harris,

Cabinet Member Question Session – 8 February

Thank you for attending the Scrutiny Programme Committee on 8 February 2016 answering questions on your work as Cabinet Member for Adults & Vulnerable People. We wanted to explore priorities, actions, achievements and impact in relation to your areas of responsibility. Thank you for providing a paper that gave us the headlines from your portfolio. We noted the overall priority to develop a response to individuals asking for help that is fit for people in the 21st century and cost effective, and specific objectives to deliver this. You emphasised a focus on ensuring services which fit the needs of people.

We are writing to you 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:

Adult Social Services Performance

We looked at the results you provided for November 2015 and were concerned at the number of areas of performance (10 out of 17) with 'red' status. We sought assurance about the current situation and reasons behind the data.

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It was noted that a new performance framework was being developed to improve performance measurement and management, particularly in gathering more qualitative information and outcome measures, and ensuring closer alignment with priorities. You felt that some of the performance targets were too generic and needed to be more specific so the results were more measurable and meaningful.

We asked in particular about performance measure SCA002a (the rate of older people helped to live at home). You acknowledged that there was a lot to do to enable service users to continue to live at home and were exploring ways to improve, including efforts to develop a preventative agenda. You talked about the importance of reablement support following discharge from hospital, and working closely with health. The committee sought further information about the performance measure SCA002a, reasons behind the current performance, and efforts to improve.

Person Centred Care

We discussed this feature of the Social Service and Wellbeing Act 2014 that will be implemented in April 2016. You stated that this was about service users having an input into their own personal requirements and listening to what people say about what they need. However, you added that subsequent service and budget implications would also need to be assessed. It was noted that work was being done to develop a practice framework that meets the challenges of the Act.

Local Area Coordination

We talked about initiatives to help involve people in health and social care and the Local Area Coordination approach. The committee was aware that a review of the effectiveness of this approach was being carried out by Swansea University. You agreed to share this with the committee. Members of our Building Sustainable Communities Inquiry Panel recently met with one of the Local Area Coordinators and were encouraged by what they heard.

GP Service

We were concerned about the shortage of GPs in the area, and difficulties experienced by people in relation to making appointments. We asked about the reasons behind the shortage. You pointed out that this was a UK wide problem, and not specifically down to any local issues. Part of the problem was about hours / workload and other countries becoming more attractive to work. However, it was noted that GPs were looking at new ways of working to manage demand, and improve access to the service.

Prevention

We raised the issue of trips and falls and cost to the NHS. Reference was made to a recent presentation given to the Local Service Board. We highlighted the need for a holistic approach to ensure safety at home. For example, when the Council was doing any works within the home. You agreed that anything to help prevent a fall in the home would be welcome however the causes were not always down to physical features but the health of the individual.

Modern Slavery

We remarked on your reference to modern slavery within the paper provided to the committee. It was a stark reminder that this exists and there may be vulnerable people within our communities affected or at risk. We were concerned whether modern slavery / human trafficking was an issue locally. Whilst there appeared to be no evidence of any specific activity in Swansea, you stated that this was something that was being monitored and evaluated. We were interested in knowing how this is being done.

Alcohol Misuse

It was felt that more help was required for people with alcohol misuse issues (e.g. drinking within the home) although it was acknowledged that significant work was ongoing in relation to help with substance misuse. We noted that work on this was being done by the Healthy Cities initiative but you stated that you would have a closer look to see what is going on regarding alcohol misuse and share any information on this.

Finally, it was pleasing to hear you praise the work of our Adult Social Services Scrutiny Panel, including their continuing focus on budget issues.

Your Response

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

- further information on performance measure SCA002a, the reasons behind the current performance, and efforts to improve upon the rate of older people helped to live at home;
- the assessment into Local Area Co-ordinators conducted by Swansea University;
- a copy of the Older People's review conducted by Cardiff University; and
- further information on the monitoring and evaluation work in relation to modern slavery.

Please provide your response by 8 April. We will then include both letters in the agenda of the next available committee meeting.

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

Yours sincerely,

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

COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

✉ cllr.mary.jones@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

Councillor Mary Jones
Chair, Scrutiny Programme Committee

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

Councillor Jane Harris
(01792) 636926

BY EMAIL

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JH/SH
SPC/2015-16/8
6 April 2016

**To receive this information in alternative format, please contact the above.
I dderbyn yr wybodaeth hon mewn fformat arall, cysylltwch â'r person uchod.**

Dear Councillor Jones

Cabinet Member Question Session – 8 February

Thank you for your letter of the 18 March 2016 following the Scrutiny Programme Committee of the 8 February 2016. You requested further information and I have sought to give you the detail that you have required. Do not hesitate to come back to me if you need further clarity.

The performance rate SCA002a that you referred to is the rate per 1000 of older people helped to live at home. This rate did decrease from 19.84 to 20.45 in the year 2014/ 2015. The decrease was small and largely reflects the increasing dependency of the people at that time and the additional need for help during a period of rapid transition to accommodate to the increasing needs including the rise in assessments of deprivation of liberty (DoLS).

Considerable developments have been initiated and continue to evolve over the last year with the implementation of the integrated community services across health and social care. The three hubs that deliver to Western Swansea, Northern Swansea and Central have improved the outcomes of the coordinated care packages so as to avoid individuals having to be admitted to hospital or care homes and facilitating the prompt and effective skilling up of individuals with the aspiration to remain in their own homes.

**COUNCILLOR/Y CYNGHORYDD
JANE HARRIS**

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

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- 2 -

Bonymaen Care Home provides skills based six week residential re-ablement packages where appropriate and the hubs provide community based six weekly re-ablement domiciliary care packages as well as community based long term care packages within the home. Whilst it is increasingly recognised that individuals wish to return to their homes it is also apparent that there are some individuals that still require admission to a care home.

I have attached a copy:

- of a briefing note on modern slavery
- of the evaluation report produced by Swansea University on the Local Area Coordinators

The older adults report by Cardiff University can be sourced from:
<http://staffnet.internal.swansea.gov.uk/media/pat/j/i/Review.pdf>

Yours sincerely

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

COUNCILLOR/Y CYNGHORYDD
JANE HARRIS
CABINET MEMBER FOR SERVICES FOR ADULTS & PEOPLE /
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Briefing Note

Western Bay Regional Anti-Slavery/ Human Trafficking

What is Modern Slavery / Human Trafficking?

Anti-slavery / Human Trafficking can be defined as the movement of a person from one place to another (within a country or across borders) with deception or coercion, abuse of power or of a position of vulnerability into conditions of exploitation.

Exploitation types include:

- Sexual Exploitation
- Labour Exploitation
- Domestic Servitude / Slavery
- Less common but equally valid is Exploitation of Human Tissue (Organ Harvesting).

Slavery has been outlawed on both sides of the Atlantic since 1805 but unfortunately it is still happening and here in Wales. We now have the Modern Slavery Act 2015 to help us tackle this heinous crime.

Regional approach:

The Western Bay Anti-Slavery Forum (WBASF) formerly known as the WB Anti-Slavery/Human Trafficking Group was set up in autumn 2013, meeting quarterly, the key focus of the forum is to:

- promote Anti-Slavery awareness training across the Western Bay footprint
- consider the frequency and type of referrals under the National Referral Mechanism (NRM) and receive updates on local Anti-Slavery MARAC
- facilitate an exchange of human trafficking information and intelligence gathering across the whole range of statutory services, and associated third party organisations.

What steps we have taken to increase local awareness:

The regional Community Cohesion programme have arranged for free train the trainer sessions including the delivery of **free** half day Anti-slavery/ human trafficking session as below:

Regional Anti-slavery/human trafficking awareness sessions:

- Since January 2015, we have delivered 52 anti-slavery/ human trafficking awareness sessions which are attended by 1014 participants across the Western Bay region. Amongst them was 767 staff in Swansea, 117 staff in Bridgend and 130 in Neath Port Talbot.

The training, which is being delivered to frontline professionals in Wales, is designed to help people spot the signs of Modern Slavery / Human Trafficking and:

- understand and define modern slavery/human trafficking
- discuss strategies to improve reporting of modern slavery/human trafficking
- be able to identify a victim of trafficking
- have knowledge about the National Referral Mechanism (NRM)
- know whom to contact for further advice

These training sessions will enable participants to gain better understanding of the various types of modern slavery/human trafficking and discuss strategies to raise awareness within the workplace or with the communities they work in. For 2016-17, the following sessions have now been agreed to be delivered in Swansea. NPT and Bridgend sessions will be finalised soon.

Date	Time	Course venue
21 st April	01.30pm – 05.00pm	Committee Room 1, Civic Centre, Swansea
18 th May	10.00am – 01.30pm	Committee Room 2, Civic Centre, Swansea
20 th June	09.30am – 01.00pm	Committee Room 1, Civic Centre, Swansea
21 st July	10.00am – 01.30pm	Committee Room 1, Civic Centre, Swansea
7 th September	12.30pm – 04.30pm	Committee Room 2, Civic Centre, Swansea
5 th October	10.00am – 01.30pm	Committee Room 1, Civic Centre, Swansea
3 rd November	01.00pm – 04.30pm	Committee Room 2, Civic Centre, Swansea
25 th January	10.00am – 01.30pm	Committee Room 1, Civic Centre, Swansea
28 th February	01.00pm – 04.30pm	Committee Room 2, Civic Centre, Swansea
16 th March	10.00am – 01.30pm	Committee Room 1, Civic Centre, Swansea

Since the introduction of the new anti-slavery law last year, prosecutions for human trafficking in England and Wales have increased. There has also been an increase in the trafficking of people for sham marriages.

The number of people trafficked as labourers or domestic workers now exceeded the number forced into sexual exploitation. There are an estimated 13,000 victims of forced labour, sexual exploitation and domestic servitude in Britain. Globally, forced labour generates an estimated \$150 billion in illegal profits every year, reported AFP.

We are at the same understanding stage of Human Trafficking as we were with domestic abuse a decade ago. There have been dramatic changes in the way domestic abuse is reported and handled. We can now learn from this field of work and fast-track people so they have a much greater understanding of the human trafficking and the extent of the issue in Western Bay.



Formative Evaluation Report 2015

Local Area Coordination in the Western Bay Area: Initiation Review

Pilot Site Study: Swansea

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Foreword

The Western Bay Local Area Co-ordination (LAC) Pilot programme is an implementation of an approach, novel to the region, supporting communities with focus upon local relationships and assistance rather than use of statutory services. To support this work, and inform key stakeholders of progress and early outcomes a formative evaluation is being undertaken. This report provides the first formal feedback from this evaluation process), with focus upon the setup activities and initial activities (Initiation) of the Local Area Co-ordinators within the Swansea area.

Further reports will develop the evaluation further as data are collected from the Pilot delivery phase, giving focus to outcomes and networks established within LAC communities. Update reports at December 2015 and March 2016 will assess progress in delivery and towards outcomes anticipated from this stage of the review. The formative evaluation will be completed with an 18 month report drawing together review of the Pilot phase.

Combined with reports for Local Area Coordination in Neath Port Talbot and Local Community Coordination (LCC) in Bridgend, ongoing monitoring and longer-term summative evaluation, this work is intended to support both practitioners in optimising delivery, and policy makers in potential future use of LAC and LCC in the Western Bay region and beyond.

Executive Summary

- Increasing demand due to demographic changes and funding pressures upon Health and Social Care are requiring stakeholders to re-examine approaches to achieving goals of supporting individuals and communities to lead full, active, healthy and engaged lives.
- Local Area Coordination (LAC), a concept pioneered in Western Australia in 1988 and delivered recently across the UK is a person-centric approach aligned with the ethos of co-production to help individuals lead a 'good life'.
- Previous implementations and subsequent evaluations of LAC, including within the UK, have validated the effectiveness of the approach for individuals and communities, together with potential short and longer-term financial benefits for stakeholders.
- Western Bay is coordinating a Pilot implementation of LAC and similar approaches across the region with activity underway in the three local authorities.
- Formative evaluation of the implementation is being undertaken by Swansea University, commissioned by Western Bay to support Pilot delivery and inform stakeholders of progress and implementation.
- The formative evaluation is being undertaken over a period of 18 months, with reporting update points at months 3, 6, and 9 of delivery, and a full report to be provided at the end.
- This Initiation Review report provides the first formal insight from the recruitment and initial delivery activities of the Swansea LAC Coordinators.
- The areas of St Thomas, Gorseinon and Sketty have been used as LAC Pilot areas, with three Coordinators recruited with involvement of their respective communities. The new Coordinators started on 1st June 2015
- A Leadership Group is providing a steering and coordinating function, with a dedicated Local Authority Implementation Manager responsible for delivery.
- Initial activity undertaken over the past two months has been progressing well, including community engagement identifying community assets and individuals for support.
- A case load is starting to develop with each of the Coordinators taking on cases which clearly fit with the nature of engagement suited to LAC.
- Initial key findings to date are;
 - The LAC model complements existing support services, though must be clearly understood as a medium-long term community resilience effort rather than risk being perceived as rebranding of social services.
 - The initiation of the project has progressed well, with a team of Coordinators making good progress within their respective communities.
 - LAC has the potential to make a valuable contribution to WB communities, with benefits already emerging from these very early stages of delivery.
- Initial recommendations to date are;
 - Continued commitment to the approach is important to optimise its shorter and longer-term impact, building trust and meaningful engagement for what is a long-term aim rather than a quick-fix.

- Strengthening of the role of the LAC Leadership Group through regular attendance and with expanded membership. This should include relevant emergency services and community members.
- Enhanced engagement of the third sector at the Leadership Group level to complement the strong links being forged by Coordinators at the operational front.

1. Introduction

1.1 The Challenge Faced

Traditional approaches to health and social care across the UK and Wales are struggling to address growing demand, exacerbated by the challenges of an ageing population, chronic disease and economic hardship, all set within a context of public sector austerity. The Western Bay region faces some acute manifestations of this challenge, particularly in its Communities First Clusters where socio-economic deprivation is greatest.

The continued pressure upon public services makes it a challenge to embrace opportunities to adopt new practice, especially while maintaining quality and safeguarding obligations for services upon which users are highly dependent. This apparent paradox makes innovation most intriguing, particularly where further resource is unavailable, demand is growing, and change difficult.

These challenges, and efforts to address them are not unique to Wales or the Western Bay region, and Welsh Government through the Social Services and Wellbeing (Wales) Act 2014 sets new obligations upon organisations to work collaboratively in supporting individuals. The identification, appraisal, tailoring and adoption of relevant effective approaches to collaboration is itself a challenge for organisations balancing concurrent priorities.

The following sections describe key aspects of this challenge, set in the context of the Act and Western Bay region.

1.2 The Social Services and Wellbeing (Wales) Act 2014

The publication of the Government white paper **Sustainable Services for Wales: A Framework for Action** (2011) highlighted a number of challenges faced by public services in Wales.

The White Paper called for greater freedom for individuals to decide which services they need while offering consistent, high-quality services across the country. However, it acknowledged that Social Services are not always in a position to help people live independent lives. Furthermore, it suggested that change would need to take place in a shifting demographic landscape, amongst increased expectations from those who access care and support; and against continuing hard economic realities.

Building upon the challenges highlighted in the White Paper, **The Social Services and Wellbeing (Wales) Act 2014** received royal assent in May 2014 and is expected to be fully implemented by April 2016. The intention of the Act is to transform services on a multilevel basis across Local Authorities and the NHS to meet individual wellbeing needs. This legislation encourages a greater focus on 'co-production' and the need for systems change without additional resource. It places emphasis on building community and individual resilience through person-centred approaches.

The implementation of this Act is a challenge to many Local Authorities across Wales, especially at a time of unprecedented budgetary cuts. Therefore, the ability to find innovative and impactful ways of working on a multi-agency level, underpin joint working and shared outcomes which are key components to systems change. Despite complexities around the alignment of policies, priorities and delivery, such partnerships make a valuable contribution. In addition, the role of service users must become the priority in the operation, quality and governance of agencies and the nature of their provision.

1.3 The emphasis on Co-production

Co-production has been defined as '*a particular approach to partnership between people who rely on services and the people and agencies providing those services*' (Hunter and Richie, 2007). It is a person-centred approach enabling a greater sense of autonomy, dignity and agency.

During the last two decades, partnership has become a continual theme across social policy, with an emphasis on formal and frequent long-term multi-agency partnerships. Such partnerships utilise the service provision of more than one agency and may cover mental health, community safety, housing providers and environmental sustainability.

Welsh Government has embraced co-production as a central tenet of its philosophy, giving new focus to the role and responsibilities of individuals for their own health and wellbeing¹.

1.4 The Act in Western Bay

The Western Bay Programme (WBP) was first established in 2012 with the aim of bringing cohesion and integration to health and social care services more effectively for the benefit of its service users and carers. Services and partners working in silos is no longer a sustainable option as identified by WBP. Therefore, the programme examines use of innovative approaches of supporting services which operate amongst changing demographics, in a challenging climate and face increasing demand.

WBP covers the local areas of Bridgend, Neath Port Talbot and Swansea and operates as a collaborative in the area of health and social care. Together with independent partners and third sector organisations it progresses this agenda in the context of the aforementioned Social Services and Well-being (Wales) Act (2014). With its implementation taking place in April 2016, the Act will have a profound effect on the way health and social care services operate in Wales. It places particular emphasis on collaborative approaches to the delivery of health and social care services with a view to reducing the escalation of people's needs for care and support. It also encourages person-centred approaches which give service users a stronger voice and greater control over the care that they receive². The Western Bay response to these duties involves emphasis on increased resilience and self-determination, supporting individuals to become healthy active participants in their communities.

¹ Social Services and Well-being (Wales) Bill, Approach to Implementation, Welsh Government, 2014

² The Social Care and Well-being (Wales) Act 2014, legislation.gov.uk/anaw/2014/4/contents, 2014

2. Local Area Coordination

2.1 Development and Context

Developed 27 years ago in Australia, Local Area Coordination (LAC) was formed in response to the urgent need to find new and innovative approaches for supporting people with learning disabilities and their families. Given the large rural expanse of Australia, supporting people to remain with their families and in their communities was for many integral to their vision of 'good life'. Since then Local Area Coordination has been adopted by areas of New Zealand and the UK. To date, (September 2015) UK Local Area Coordination has been implemented in England, Scotland, and Wales. In Wales and England, there are four sites operating (Derby City 2012, Thurrock 2013, Swansea 2015 and Isle of Wight 2015), three sites partly developed (Gloucestershire 2013, Cumbria 2009/10 and Leicestershire 2015), and three sites about to recruit (Derbyshire, Suffolk and Neath Port Talbot). Middlesbrough was the first area to start in England, but despite strong evaluation and recommendations to expand across the area, stopped in 2014 following a change in senior leadership. Local Area Coordination continues in Scotland, although with tailoring in design provided by the Scottish Government³.

These sites have implemented Local Area Coordination to address not only the needs of people with learning disabilities and their families, but people facing challenges in a multitude of ways. The approach involves a strong person-centred value base and operates as a single point of contact for those individuals and their families in the community. It has a 'slow-build' approach, investing in forging strong relationships with individuals, families, community and networks of stakeholders. It works to develop and enhance the capacity of communities for inclusion and resilience. It draws support from the community with the aim of enabling people to live a good life with increased choice and control. Furthermore, Local Area Coordination is attempting to drive system reform using 'small scale levers to create large scale change' (Hunter and Ritchie, 2007. p.20).

Local Area Coordination has an established evidence base of successful case studies and benefit/cost ratios from a number of different areas. All have different demographics, geographies, community dynamics, case-loads and leadership. However, the model thus far is able to demonstrate its comprehensive value to those Councils willing to engage with it. Section 2.2. presents an overview of LAC's core aims and principles of operation.

³ National Guidance on the Implementation of Local Area Coordination, Scottish Government, 2008

Having been subject to numerous evaluations and reviews, the evidence base stemming from these implementations indicates that LAC can achieve significant impact for the individuals, families and communities engaged. Further discussion of these reviews is included in section 2.4.

2.2 Local Area Co-ordination Aims, Ethos and Attributes

A useful summary of LAC, in the form used for the Pilot, is provided by Ralph Broad through the Centre for Welfare Reform publication, *Local Area Coordination: From Service Users to Citizens*⁴. Based upon seven core principles presented below, LAC aims to develop an inherent capacity within communities for individuals to support themselves, with formal services serving as backup rather than first order support.

LAC Principles

Citizenship – with all its responsibilities and opportunities

Relationships – the importance of personal networks and families

Information – supporting decision making

Gifts – all that individuals, families and communities bring

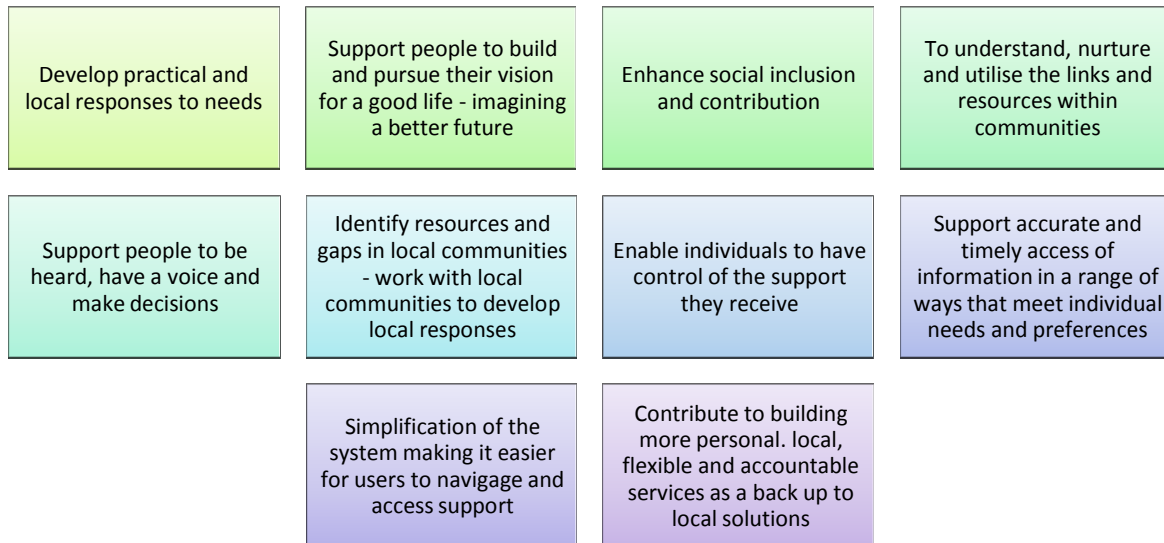
Expertise – the knowledge held by people and their families

Leadership – the right to plan, choose and control your own life and support

Services – as a backup to natural support

Local Area Co-ordination is multi-faceted and aims to achieve many different outcomes for the individual, their support network and the community. The ways in which LAC aims to achieve this is through ‘Coordinators’ charged with the following;

⁴ Local Area Coordination: From Service Users to Citizens, R Broad, Centre for Welfare Reform, 2012



The Ethos of the Model

The ethos of Local Area Co-ordination for the individual

Local Area Coordination postulates that every person should be able to lead their version of a 'good life', to make their own decisions and take their own risks.

Individuals can gain control over their lives when they have access to timely and accurate information which is accessible to them and their individual needs. Individuals have a greater sense of control and security when they are directly involved in decisions about their lives. Having a physical or mental disability should not prevent an individual visualising a good life and achieving it. The model stipulates that individuals and their families are the most appropriate to review challenges, changing needs and goals.

The ethos of Local Area Co-ordination for families and personal networks

Local Area Co-ordination determines that families are the most integral and consistent support system for the individual facing challenges. Such positive relationships often provide a basis for individuals to become an active part of family life, friendship groups and the community. Families often want what is best for the individual and therefore offer advocacy, positive leadership and safeguarding. Whilst services may be needed, families often have their own resources to help individuals pursue their vision for a good life. The model is predicated the belief that if people are supported to stay strong through the development of practical local solutions then both personal, family and community resilience grows.

The ethos of Local Area Co-ordination for the Community

Society is enriched and enhanced when people are given the opportunity to contribute their knowledge, creativity, skills and opinions. Every person has a contribution to make and there should be an awareness of people's talents and skills in order to maximise such opportunities. Community connectedness is essential for a good life. Having individuals and their families join the community not only provides additional support, but provides further opportunities for people to contribute. Services may offer additional support but they should complement the natural resources available to the individual.

Attributes of the Model

Local Area Co-ordination has the ability to drive positive outcomes across three key areas: Individuals and families; communities; and services and systems. Local Area Coordination encompasses the following components which makes the model different to other social and community-based initiatives. These are defined across the three key areas:

Creating, developing and maintaining social networks and informal support	Promoting better use of mainstream services	Utilisation of local resources and networks, not dependent on budgets and allocation of funds	Consideration of the needs of the family and the social context
Inclusive of all ages and disabilities	Focuses on the skills, resources and competencies of the community and the individuals	Clear values and a set of principles underpinning all decisions and actions	Impact across individuals, families, communities, systems reform and systems change
Very Localised, offering a 'light touch' to inform, advise and connect people, places and services	Takes time to build trusting long-term relationships with individuals, families and communities	Helps individuals build a vision for their version of a 'good life' and support them to find practical solutions	Focus on resilience across individuals, families and the community
Focus on non-service solutions wherever possible	A combination of traditionally separate roles, delivered in the community alongside local people in partnership with community	Embedded in both the community and the system	A focus and expectation to drive reform, systems change and potentially cultural change with joint working

However, despite its focus on helping people and communities to build self-sustaining solutions and high levels of resilience, Local Area Co-ordination takes the position that all partners are highly valued and joint working leads to a shift in the way services and organisations work together to achieve shared outcomes. Third sector partners are particularly valued as well as such initiatives as Time banks, faith groups, organically occurring groups and associations, micro enterprises, statutory partners and local companies.

2.3 The Role of the Local Area Coordinator

According to the Centre for Welfare Reform publication, *People, Places and Possibilities*⁵, the role of the Coordinator is essentially an integration of 'a range of roles that have often been kept separate, and it delivers these alongside local people in their local community. The Local Area Coordinator is based locally and acts as a single, accessible, point of contact for people in their local community, irrespective of age or service label'.

Underpinning the 'Slow-build' approach is the gradual development of trusting relationships with individuals, families and communities. There are no pre-determined responses or timelines to adhere to. The number of people they support will usually be in the region of 50-65 and may involve long-term support through to a 'light touch' encounter. Many of these tend to be people not known to services, at risk of becoming dependent on services or wishing to reduce service use and gain independence. This is not to say that services do not play an important role and aren't a necessity but for some, indeed Local Area Coordinators are encouraged to work alongside existing services, specialist services and external organisations to navigate the best path for the individual. Local Area Coordinators support others by helping them to:

- Understand and nurture their gifts, skills, experiences and needs
- Access accurate , relevant and timely information
- Build a positive vision and plan for the future
- Build and maintain valued, mutually supportive relationships
- Be part of, and actively contribute to community life
- Help people be heard – encouraging self advocacy, advocating alongside people or advocating for people if there are no other options
- Find practical, non-service solutions to issues and problems wherever possible
- Access, navigate and control supports and services, if these are required

People, Places and Possibilities (2015)

Through the work of the Coordinator, individuals and their families are encouraged to:- reflect on what their vision of a 'good life' might look like; to explore ways of progressing; consider their own attributes and those of their support network and community; and to see themselves as part of a wider community.

The ethos of LAC and role of the Coordinator demonstrate that the approach is distinct and complementary to existing support services. Rather than a rebranding of existing efforts, it is important for LAC to be understood as a distinct complementary approach.

⁵ People, Places, Possibilities; Progress on Local Area Coordination in England and Wales, The Centre for Welfare Reform, 2015

Finding

The LAC model complements existing support services, though must be clearly understood as a medium-long term community resilience effort rather than risk being perceived as rebranding of social services

2.4 LAC Evidence Base

Since its inception in Western Australia in 1988 and more recent application in the United Kingdom, LAC has been subject to numerous evaluations and reviews. Increasing pressure on public services in the face of resource pressures have led to greater interest in innovative community-based approaches to reducing service demand. This section presents considerations from recent relevant reviews which are helpful in informing this evaluation process.

Recent evaluations of LAC implementation in Middlesbrough⁶ and Thurrock⁷ have found LAC to be effective in engaging with individuals and communities, and effecting positive change. Both studies present a rich portfolio of stories demonstrating real improvement in people's lives while also identifying positive impacts in avoided resource requirements for public services.

Implementation of LAC in Scotland, another devolved nation, provides useful insight, where extensive delivery (some 58 Coordinators working in 24 of 32 local authority areas during 2008) has provided particularly useful insight. Evaluation⁸ findings included validation of key LAC aims of;

- Enabling Greater Choice
- Increased Family Capacity
- Increased Community Capacity
- Individuals and families, through networks established by the Local Area Coordinator, mutually supporting each other

The 'spend to save' benefits identified in implementation of LAC in Scotland demonstrate how preventative action leads to reduced longer-term costs. Although this suggests increased initial expenditure, this insight also found the approach to be cost-effective, with each coordinator able to work with meaningful numbers (~60) of individuals in their communities.

A clear theme emerging from all of the above is that LAC is not an immediate panacea. While it can rapidly deliver benefits to individuals and families, it is the longer-term impact which is of most interest. The relationships developed by Coordinators must be allowed to embed and become community resilience which develops to the sustainable 'mutual support' identified in Scotland. This underlines the importance of strong leadership providing the patience and long-term commitment required to see implementation through the potential whims and turbulence of political and planning cycles.

⁶ Evaluation of Local Area Co-ordination in Middlesbrough: Final Report, Peter Fletcher Associates, 2011

⁷ Local Area Coordination, Fourteen month evaluation report, Thurrock Council, Inclusive Neighbourhoods, 2014

⁸ National Guidance on the Implementation of Local Area Coordination, Scottish Government, 2008

The above evidence base provides an important reference point for the WB Pilot, demonstrating that effective implementation can bring real benefit.

Recommendation

Continued commitment to the approach is important to optimise its shorter and longer-term impact, building trust and meaningful engagement for what is a long-term aim rather than a quick-fix

A broader Rapid Evidence Assessment was undertaken of the evidence base with a summary of findings tabled below, with a breakdown and referencing of reports utilised presented as an Appendix.

Recurrent positive themes identified in evaluations and reviews of UK LAC implementations include clear ambitions for;

- 1. A personal service that helps individuals build new relationships, overcoming isolation,**
- 2. Finding non-service solutions which are sustainable, low cost or at no cost to resolve identified issues and target achievements,**
- 3. Providing practical solutions to problems, assisting people to use local and personal networks,**
- 4. Helping people speak up, be heard and be in control of their lives by being their advocate,**
- 5. Providing timely advice and information,**
- 6. A collaborative approach identifying local community resources non service solutions,**
- 7. Reversing the current system from being crisis led to individually led with clients identifying what is their vision for a 'good life' thereby giving an individualised approach to their identified needs,**
- 8. Advantageous to community and other support sectors by sharing resources, learning, knowledge and skills.**

Challenges, including operational issues identified in LAC implementation in Scotland included;

- 1. Difficulties in the implementation, operation and expectations of LACs in Scotland acknowledging that the issues identified in the Short Life Working Group on LAC (SLWG, 2002) do not appear to have been completely addressed,**
- 2. The need for standardised pay scales for LACs,**
- 3. LAC should be extended to include all age groups and people with all types of impairment and or mental health issues,**
- 4. The findings also suggest the need for the Scottish Executive to issue updated guidance on the implementation of LAC in Scotland.**

Examination of LAC implementation in Middlesbrough provided the following considerations, suggesting that LAC should be;

- 1. Funded on a long term basis**
- 2. Extended across Middlesbrough**
- 3. Part of the front end for adult and children 's social care service**
- 4. LAC and personalisation / self-directed support**
- 5. There ought to be a greater emphasis on building community capital**
- 6. Funded for building community and individual capacity**
- 7. Building better links with the NHS**
- 8. Providing information and advocacy**
- 9. Increasing the capacity of the service**
- 10. Developing new ways of working across the council.**

Also, Glasby, Miller and Lynch 2013, (Turning the welfare state upside down? Developing a new adult social care offer, provide the following useful considerations for the future of LAC;

1. Work with current staff to ensure that they focus on social capital and community resources rather than deficits and limitations.
2. Changes to social work education and workforce development so that future practitioners are trained in new ways with a more explicit community focus.
3. Pay attention to the practical impact of new models so that they are not only intellectually coherent but work in practice.
4. Viewing social care spending as a form of social and economic investment.
5. Linking social care to economic development and encouraging new providers to pioneer asset-based approaches.
6. Investing time and money in understanding local communities and how best to engage them.
7. If necessary, reversing previous changes that have centralised support or taken resources away from working with local communities.
8. Working with NHS partners to explore joint funding arrangements and to develop new approaches to identifying and supporting people with complex needs at risk of hospital admissions.
9. Mindful of the emerging national settlement while contributing new local approaches to national debates.

Evaluation of LAC activity in Thurrock identified the following effects and future work;

1. Individuals reported reduced calls and visits to Accident and Emergency Departments and General Practitioner practices as individuals felt supported and felt 'stronger' (pg. 17).
2. LACs attended multidisciplinary team meetings at General Practitioner practices' offering alternative solutions to help people manage their own health care needs.
3. Supporting individuals to organise meetings to coordinate the support they are receiving, helping them to help themselves.
4. Financial benefits have been reported in relation to LACs working in the community.
5. Early input response for people with mental health needs
6. Supporting people who have declined conventional services.

Future work following on from this report includes:

1. Funding for longer term implementation
2. Joint working with other partners with the model being strength based and not deficit based.
3. National evaluation of LAC
4. Expanding the service to all citizens irrespective of age.
5. Linking in with development in the community and asset mapping.
6. Whether the LACs roles can prevent crisis by working with other health professionals
7. Micro-enterprises viewed both as a prospect for people working with LACs and the wider community.

3. The Inception of Local Area Co-ordination for Swansea

Western Bay's mission is to progress social care and health integration and encourages collaboration where there is value to be added. It aims to identify programmes of change, priorities for the sector and opportunities for joint working. It currently has three key areas it oversees:-

- Services for older people
- Prevention and wellbeing
- Contracting and procurement

Western Bay identifies service improvements, better outcomes as a result of Collaborations across Social care and health agendas.

3.1 Local Area Co-ordination as an Approach for Swansea

The prevention and wellbeing agenda was already identified as a priority for Western Bay as well as services for older people with complex needs. It was evident there needed to be early intervention across these areas before individuals reached crisis point. This was further reinforced by the emergence of the new Social Services and Wellbeing (Wales) Act 2014 which placed a lens on prevention and highlighted co-production and community resilience as a solution.

Local Area co-ordination (LAC) was an approach which fitted with the prevention and wellbeing agenda and had come to the attention of the Local Authority after staff members attended a conference which discussed the LAC model and its impact. Swansea Council proposed the adoption of the model to the Western Bay Programme and subsequently secured funding for the approach to be piloted across the three Western Bay areas.

Currently, there are two different sources of funding for the LAC programme in Swansea. Sustainable Swansea funds the Co-ordinators through their Prevention Fund and as part of the Council's strategic programme. Western Bay use Welsh Government funding allocated to the Regional Collaboration Fund (2014/15) and the Delivering Transformation Grant (2015/16) to fund the Implementation Managers post and an expert advisor from Inclusive Neighbourhoods. Through interview, the following challenges and opportunities were identified:

Challenges for this approach identified by Western Bay staff include:

- The Model not only requires support and commitment at a senior level but also at a grassroots community level. The message of Local Area Co-ordination needs time to permeate both
- Funding – Local Area Co-ordination is a long-term solution whilst grant funding cycles remain relatively short. The benefits of the model will take time to cultivate and quantify.
- Interpretations of the Model vary making it difficult to compare and contrast for evaluative purposes.
- The life cycle of Leadership change can be a detrimental to sustainability. With every change, buy-in and understanding of Local Area Co-ordination is required.
- Perception and Misperception - The response from some who believe that Local Area Co-ordination is no different to other social care and wellbeing initiatives or alternatively, see it as a threat to their future employment.
- It is evident that some do not fully understand the model but this may be because it has not had time to gain significant visibility.
It is important to acknowledge that the design of this approach takes time to become embedded and build a sustainable presence.

Opportunities for Local Area Co-ordination identified by Western Bay staff

- The development of case studies and further evidence base
- Tangible benefits
- Political Champions
- Finding the fit and relevance for other facets of the Western Bay agenda such as Services for Older People and with Local Area Co-ordination at the front end with other service delivery
- Engagement with the local health and wellbeing Hubs, complementing their remit
- A strong Leadership group who can unlock barriers and get things moving, be politically engaged and push for strategic direction and identify funding streams

The City and County of Swansea Context

Swansea is the second largest city in Wales and has a population of 241,000⁹, projected to grow to 270,000 by 2036 with a disproportionate increase in the number of individuals aged 65 & over¹⁰. It is also a diverse city with growing student and ethnic populations. The population of the neighbouring WB local authority area of Bridgend is also projected to grow strongly, while that of Neath Port Talbot is projected to remain relatively level over the same period.

While life expectancy by local authority may present a broad averages of 75-80 years¹¹, the quality of life and life expectancy vary greatly from area to area within the city region with up to 23 years difference in healthy life expectancy between most and least deprived areas¹². The combination of health and socio-economic challenges within deprived areas have made them the focus for interventions including Communities First¹³.

Services within the city are subject to ever growing demand. Last year saw 10,000 individuals including approximately 500 adults receiving support commissioned or directly provided by Swansea Council¹⁴. However, the ability to identify and reach all those with existing or (particularly in the case of preventative interventions) emerging needs is limited. At a UK level it is estimated that amongst older people there would be an additional 26 percent more service users if 'moderate' needs were used as an eligibility threshold¹⁵. This estimate was established at a time before eligibility criteria were tightened, further exacerbating the challenge of increasing need outside of council provision.

This scale of delivery underlines the challenge faced within the region, and the importance of preventative actions that preserve valuable resources for those with greatest need.

⁹ Mid-Year Estimate 2014, www.swansea.gov.uk

¹⁰ Population and Household Projections, Briefing Note, Welsh Government, 2011

¹¹ Life expectancy by local authority and gender, StatsWales, Welsh Government, 2015

¹² Measuring Inequality, Trends in mortality and life expectancy in Swansea, Public Health Wales Observatory, 2015

¹³ Communities First Clusters and Communities, City and County of Swansea, www.swansea.gov.uk/communitiesfirst

¹⁴ Annual Report 2014, Director of Social Services, City & County of Swansea

¹⁵ PSSRU 2010 research cited, Care in Crisis 2014, Age UK, 2014

3.2 Swansea Pilot Areas

The original criteria for selecting the areas were as follows:

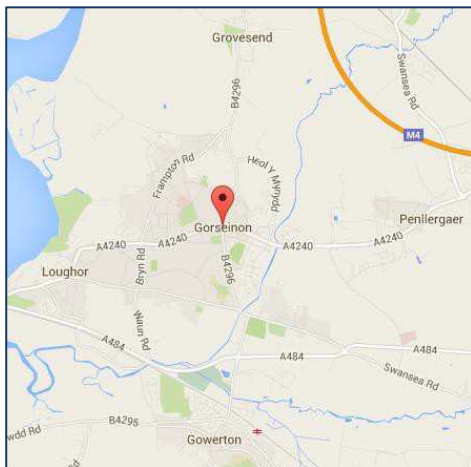
- The areas should be socio-economically and culturally different.
- The population in each needs to be between 10—15,000 as per the LAC model.
- There must be a learning area in each of the three network hubs (North, West and Central).
- There should not be any other major developments taking place in the area as this might cause difficulty in evidencing the effects of Local Area Coordination.
- There should be an awareness of the Welsh speaking population.

In practice this was a complex task. For example, ideas vary about which communities are naturally aligned; these may be based purely on geography rather than Ward boundaries and so the areas may straddle these, making statistical information difficult to aggregate.

Another complication is that it is difficult to completely avoid major developments, such as Communities First areas, when drawing up the learning areas since these programmes often operate in parts of the very socio-economic and culturally diverse communities that the local authority wished to include. The role of the Leadership Group is important as it will draw on its own knowledge about the make-up of various communities to inform decision making and further expansion of the programme.

Three areas were agreed upon were as presented below and overleaf;

Gorseinon (Swansea East)



Local Area Co-ordination in the Gorseinon area, also covers the communities of Loughor, Kingsbridge and Garden Village.

This area has a population of 15,420

Demographics: Communities with a Welsh speaking population

St. Thomas and Bonymaen (Swansea East and a Communities First area)

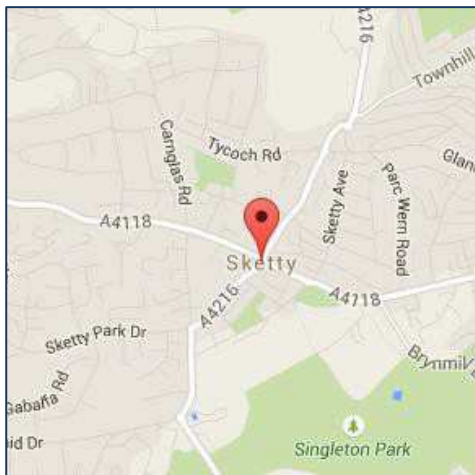


Local Area Co-ordination in the St. Thomas and Bonymaen area also covers Port Tennant, Danygraig, Pentrechwyth, and SA1 Waterfront.

This area has a population of 14,410

Demographics: Communities First East Cluster in St. Thomas, Port Tennant, Bonymaen

Sketty (Swansea West)



Local Area Co-ordination in the Sketty area covers Sketty Park, Derwen Fawr and Tycoch.

This area has a population of 15,420

Demographics: Communities First (South Cluster) in Sketty Park

4. The Formative Evaluation Framework

4.1 Framework Development and Aims

As described in Section 2, LAC as an approach to personalisation, capacity building and social care reform has been studied and evaluated significantly since its inception in Western Australia in 1988. Evaluation of LAC has followed its transfer of the approach to a UK context both at national/regional level in evaluation of its implementation in Scotland¹⁶, together with more recent reviews of pilot implementation in English local authorities of Thurrock¹⁷ and Middlesbrough¹⁸.

Rather than revisiting the principles of LAC, this evaluation focuses on the effectiveness of its implementation in the pilot areas and seeks to use a novel research approach in understanding its deployment and operation.

The WB LAC Pilot Evaluation has been developed as a partnership between Western Bay, Swansea University's College of Medicine, and the Local Authority partners delivering the activity. This partnership approach has been adopted to embed research, monitoring and evaluation into the LAC activity thereby allowing deep insight into the work whilst also making effective use of resources.

The formative evaluation key components and aims are assessment of;

- Project design and implementation
- Outcomes at the level of individuals, families, community and system
- Benchmarking processes and achievements
- Recommendations for future development and expansion

As the LAC pilot is at an early stage, this formative evaluation is intended to support the development and implementation of the activity, and to lay a foundation for ongoing evaluation as intended benefits are pursued. The remainder of this section outlines the context, aims and approach adopted for the evaluation.

The formative evaluation framework, presented on the following pages was drafted in December 2014 by the University as a result of discussions with Western Bay partners to support its stakeholders in assessing effectiveness of LAC rollout across the region. The Institute of Life Science

¹⁶ Evaluation of the Implementation of Local Area Co-ordination in Scotland, Scottish Executive, 2007

¹⁷ Local Area Coordination: Fourteen month evaluation report, Thurrock Council, 2014

¹⁸ Evaluation of Local Area Co-ordination in Middlesbrough, Peter Fletcher Associates, 2011

(ILS) Scientia research group was engaged to undertake the research and evaluation work in February 2015.

It was agreed that the first stage of the evaluation be completed and submitted by early September 2015 in line with the Local Authority planning cycle. The LAC Pilot study commenced on 1st April 2015 and continues to date (September 2015). This interim report presents findings for the period to until August 2015 with update reports at 6 and 9 months which will assess progress in delivery and towards outcomes anticipated from this stage of the review. The formative evaluation will be completed with an 18 month report drawing together review of the Pilot phase in each of the three Western Bay Local Authority areas.

4.2 Framework Elements

The WB LAC Pilot Evaluation involves a number of elements which build up over time to provide the overall Evaluation. Each element of this mixed method approach contributes to developing this picture throughout the stages of the evaluation, as presented in the next section. The remainder of this section outlines each of the elements, describing its contribution and the activity involved.

Expert Panel

Development and implementation of LAC since its inception in 1988 had created a wealth of expertise and experience amongst practitioners and researchers, not least in Ralph Broad of Inclusive Neighbourhoods who is supporting the WB LAC Pilot in Swansea and Neath Port Talbot. The evaluation aims to make use of this expertise to assess effectiveness of delivery at key stages through interview and review drawing upon data collected through each of the research elements.

Stakeholder Interviews and Focus Group

The effective engagement of key stakeholders during development and initial delivery is important for the successful delivery of the LAC approach. The review will interview each stakeholder at key stages to assess their expectations and involvement in the Pilot, together with a mapping of relationships with other actors (see also Network Mapping below).

Network Mapping

Effectiveness of co-ordination is dependent upon the successful engagement and tangible activity driven through individuals and organisations involved in delivering personalised support. A Network and Relationship Science approach will map the development and activity of LAC across the network of individuals and organisations in working together towards common objectives. The development of this LAC-involved network across the region in terms of linkages, activity and sustainability will be important in realising the LAC approach.

Beneficiary/360/Community Interviews & Case Studies

As LAC interventions are personalised and therefore have scope for significant variation, the context, requirements, activity and outcomes of a sample will be followed through with in-depth interviews with beneficiaries and those around them. These will be used to develop case studies from which impacts can be assessed. These will be initiated through emerging stories prepared from case notes of the individual coordinators.

Quantitative Outcomes Review

As LAC is intended to make more effective and efficient use of pressured resources, the insight gained from the previous research elements will be used to identify and quantify benefits. Using baseline data for costs avoided/incurred, the evaluation will aim to determine impacts for the case studies. Working with key stakeholders and the Expert Panel, scenarios will be considered as to how they may extrapolated across the wider community. This will be established over time, with early stages of the evaluation process working to identify potential benefits, with the final report providing a combined picture of the financial impact achieved.

The following table presents how these methods are combined to deliver against the aims and provides a framework for both Formative and Summative evaluation.

4.3 Evaluation Framework Summary

	Formative Evaluation Phase		Summative Evaluation Phase	
Evaluation Theme	Pre-Deployment	Deployment	Ex-ante	Ex-post
Process / Design	<p>Objective: Appraise plan/design against LAC principles</p> <p>Method: Review local and published international practice</p>	<p>Objective: Review deployment of LAC in pilot areas</p> <p>Method: Expert Panel Review using Network Mapping data (Delphi)</p>	<p>Objective: Review delivery of LAC approach in pilot areas</p> <p>Method: Stakeholder Interviews including target beneficiaries and LAC and Expert Panel Review using Case Study Vignettes</p>	<p>Objective: Review LAC implementation and effectiveness</p> <p>Method: Expert Panel Review of combined data</p>
Outcome	<p>Aim: Define KPIs and Assess Expectations</p> <p>Method: Review Leading Practice Stakeholder Interviews</p>	<p>Aim: Review activities against potential for KPI progress</p> <p>Method: Stakeholder Interviews</p>	<p>Aim: Review progress with KPIs for pilot areas and</p> <p>Method: Stakeholder Interviews including target beneficiaries and LAC and Expert Panel Review using Case Study Vignettes</p>	<p>Aim: Review achievement against KPIs</p> <p>Method: Case Study vignettes with quantitative evidence and Expert Panel Review</p>
Individuals	<p>Objective: Capture Requirements/Expectations</p> <p>Method: Semi-structured Interviews</p>	<p>Objective: Measure engagement</p> <p>Method: Semi-structured Interviews or survey</p>	<p>Objective: Measure support</p> <p>Method: Case Study vignettes from follow-up interview</p>	<p>Objective: Measure outcomes</p> <p>Method: Case Study vignettes with quantitative evidence</p>

Families	<p>Objective: Capture Requirements/Expectations</p> <p>Method: Interviews by Coordinators</p>	<p>Objective: Measure engagement</p> <p>Method: Interviews by Coordinators</p>	<p>Objective: Measure support</p> <p>Method: 360 style interview case studies</p>	<p>Objective: Measure outcomes</p> <p>Method: Case Study vignettes with quantitative evidence</p>
Community	<p>Objective: Measure LAC Absorptive Capacity</p> <p>Method: Local Network Mapping (Density)</p>	<p>Objective: Measure LAC engagement</p> <p>Method: Local Network Mapping (Density) developed through survey</p>	<p>Objective: Measure LAC activity</p> <p>Method: Local Network Mapping (Activity) developed from survey and case study data</p>	<p>Objective: Identify LAC structural impact</p> <p>Method: Local Network Mapping (Density, Connectivity and Activity) changes</p>
System	<p>Objective: Define LAC Ecosystem</p> <p>Method: Local Network Mapping (Connectivity)</p>	<p>Objective: Measure LAC Ecosystem Engagement</p> <p>Method: Local Network Mapping (Connectivity)</p>	<p>Objective: Measure System LAC Involvement</p> <p>Method: Local Network Mapping (Activity) developed from survey and case study data</p>	<p>Objective: Identify LAC structural impact</p> <p>Method: Local Network Mapping (Density, Connectivity and Activity) changes</p>
Benchmarking	<p>Objective: Identify leading/good practice</p> <p>Method: Review of Leading Practices/Practitioners</p>	<p>Objective: Measure LAC Ecosystem Engagement</p> <p>Method: Local Network Mapping (Connectivity)</p>	<p>Objective: Review support performance against expectations</p> <p>Method: Expert Panel Review using Case Study Vignettes</p>	<p>Objective: Review impact of LAC pilot activities</p> <p>Method: Expert Panel Review of combined data</p>

5. The Leadership Group

5.1 Group Role and Membership

Previous evaluations and the LAC model have shown the role of the leadership group to be integral to the successful sustainable progress of LAC (Scotland, 2007; Derby City, 2012; Middlesbrough 2012; Thurrock, 2013). The Swansea Pilot has established this group including the following representation:

- Councillors and Cabinet Members providing community perspective
- Implementation Manager for LAC in Swansea
- Projects Manager for Western Bay
- Assistant Director Swansea Council for Voluntary Services (SCVS)
- Representative from the ABMU Health Board
- Disability Development Officer (SCVS)
- Local Authority Housing Services
- Local Authority Adult Social services
- Local Authority Poverty and Prevention
- Local Authority Child and Family Social Services

Through interviews and a facilitated workshop, the evaluation work has drawn upon the Group to define expectations, opportunities and challenges, and anticipated activities of the LAC Coordinators.

The Group clearly identified LAC as being an opportunity for more productive and collaborative local working within communities. The scarcity of resources was seen as a major challenge and threat. Communication across the third sector was also regarded as a further issue in ensuring efficient use of resources and avoidance of duplication of effort.

“We’re not evaluating the concept, we know it works. For me it’s about the Leadership driving reform through Local Area Coordination, a strong functioning group driving the future. All colleagues, all connected makes us stronger”

Ralph Broad, Inclusive Neighbourhoods
addressing the Swansea Leadership Group, July (2015)

5.2 Group LAC Ambitions

The Group was engaged to identify their short (first year), medium (18-24 months) and longer-term (year 3 onwards) ambitions for the LAC Pilot activities in Swansea. The following sections outline these objectives and activities with reference where appropriate to insight from this current and subsequent stages of the evaluation.

Short-Term

Initial expectations for the LAC Pilot are familiarisation and engagement with their respective communities. Alongside the establishment of administration such as record keeping systems, it is also anticipated that a case load would start to develop as engagement leads to immediate demand and activity. The importance for initial activities to identify and highlight success stories to build momentum was emphasised, with improved quality of life outcomes the key consideration.

Subsequent sections will show that good progress is already being achieved against all of the above, with community assets being engaged and participant stories already evolving.

Medium-Term

Building on some quick wins in the medium term to catalyse further progress was identified as a way of increasing momentum. By the medium-term, it is hoped that Coordinators will be well-established within their communities, drawing on increasingly dense networks. Developing co-production as the default approach to addressing challenges was perceived as the focus for activities through to the medium-term, with Coordinators drawing upon a deep understanding of individual and community needs.

The pooling of resources and creation of solutions within communities should be clearly established as the modus operandi by this point with a changing though steady level of case-load.

Longer-Term

Capacity building within communities to provide mutual support amongst individuals and families was a core LAC ambition of the group for the longer-term. The ability of communities to have greater internal engagement, preventing and addressing issues through local assets as a norm, rather than through public services is the ultimate collective aim. Achieving a culture shift from paternalistic statutory services towards more self-sufficient communities was anticipated as the focus of Coordinator efforts through into the longer-term.

This perspective is particularly encouraging, as it clearly shows LAC being perceived by all as a longer-term transformation rather than simply immediate additionality for social services. The network mapping element in further stages of this evaluation will give particular focus to whether this capacity is being developed and utilised.

In light of these ambitions, the feedback from wider stakeholders, and the review of prior LAC implementations, it is clear that the strength and engagement of this Leadership Group is critical for success. Therefore maximising this engagement at the earliest possible stage will help build the most effective partnerships.

Recommendation

Strengthening of the role of the LAC Leadership Group through frequent attendance and commitment to regular meetings, with expanded membership potentially including relevant emergency services and community members.

Recommendation

Enhanced engagement of the third sector at the Leadership Group level to complement the strong links being forged by Coordinators at the operational front

5.3 Implementation Management

Critical to the programme is the role of the Implementation Manager to establish and oversee the start-up, recruitment, training and ongoing development of the programme and to play a key role in the engagement with stakeholders, external and internal services, agencies and organisations.

The Implementation Manager, drawn from CCS Social Services was recruited into the role in November 2014 to begin the set-up of the programme in Swansea. From interview undertaken in this review, it is clear that the individual involved has a clear understanding and commitment to the LAC ethos and approach. The manager has been responsible for overseeing recruitment of the Coordinators and initial delivery activities.

This section presents insight gained from the UK Implementation Managers' Forum, together with findings from in-depth interviews with the Swansea Pilot Manager.

Recurring themes around implementation as discussed by Local Area Co-ordinator managers from across the UK (May, 2015).

The managers from across the UK convened in May 2015 to share the successes and challenge they had encountered during the implementation and scale out of Local Area Co-ordination. Many themes were shared amongst several or all managers:

External Partners

- Boundaries remain vague or confused at times amongst Coordinators and other agencies
- Third sector have taken time to engage but are extremely valuable partners once on board
- Fire and police services also proven important partners for Local Area Co-ordination
- 'Professional friends' are a constant and significant challenge
- Great support from faith groups

Funding

- Funding an issue across local authorities, strong evidence base is a must.
- Funding cuts have raised concerns about the scope of LAC and whether it might put other teams in danger of redundancy
- Constant pressure of budget constraints
- Salary is important for attracting the right people to the Coordinator's role and retaining them. A high staff turnover would be detrimental to the success and growth of LAC

Leadership

- Steering group/Leadership groups integral to success and sustainability of LAC
- The programme needs understanding and buy-in from those at a senior level
- Important for the Leadership group to convey the model to colleagues, areas of their work and seniors.

Communication

- Difficulties with language, terminology, labels - these are a constant challenge
- Many in the councils now understand and appreciate what Local Area Co-ordination is but it has taken some time and repeating of the message.

Scaling the Model

- The new Social Services and Wellbeing Act has had a positive impact to date
- Model certainly works but how do you expand it rapidly

An interview was conducted with the Swansea Implementation Manager for Local Area Coordination in September (2015) to review how the implementation process was progressing. The responses are redacted, however the salient points are presented with additional comments from the researcher after cross-comparisons with interview data from Western Bay and the new co-ordinators

Question	Implementation Manager	Researcher Comments
Inception of LAC for Swansea	We already had Community Connectors but knew we wanted to do more around prevention. Several models were researched and LAC was favoured. It had a structure, it seemed solid, it moved us away from the usual way we'd been doing things and supports reclaiming the social work agenda.	The Community Connectors initiative has paved the way for LAC and highlighted the need for greater coverage
Background and relation to LAC	I currently manage the Community Connectors. I started doing work on Co-production and working with people is the bit I loved. LAC is what I thought Social Work would be. I also knew how to project manage and set up. It was an opportunity to get away from theory and do the practical. The ultimate driver for me is knowing you can make a difference.	Both Coordinators and Implementation Manager mention the return to interfacing significantly with people as a primary objective and appeal of the role. Furthermore, the opportunity to make a positive impact is also echoed by both parties.
Challenges for Implementation	<p>Changes at senior management level and then trying to demonstrate to the next people that this is a good thing. Without senior level buy-in it goes nowhere. It's a big challenge.</p> <p>Recruitment – Going through HR especially when it's a different format of recruitment. It was also a lot of work to get the community members together to be on the interview panels. SCVS were brilliant because the organisational elements were difficult.</p> <p>Getting the Leadership Group to do the work, to share LAC with their networks and raise the profile.</p> <p>Getting into the Hubs to build the message.</p> <p>Recording data of who we are engaging with – questions around is it really representative?</p>	Change at Senior Management level is also an issue mentioned by previous evaluations and Western Bay. Raising the profile of LAC is also a key issue for buy-in, engagement and sustainability. Accurate and effective data recording is recurring theme mentioned in the Coordinator responses.

Question	Implementation Manager	Researcher Comments
Early responses to LAC	It varies from really positive responses, for example some of the Councillors who really get it and champion it through to 'seen it all before' and 'how is this going to work?' from some colleagues. The public get it (the model) straight away. Some professionals do seem suspicious of it and it has been described as a 'cult' - it has its own language etc.	Once again Councillors are mentioned as a key support for the model. The mention of LAC being a 'cult' like entity is also reflected by Coordinator 'A' . There are themes around communicating and understanding the model for colleagues, services and some external entities.
Additional support for LAC	Community members have been incredible, Councillors on the whole have been brilliant and many connecting us up. Some GP's but it's a work in progress, the libraries, Child and Family Team and Supporting People have been great with practical support.	GP's and particularly Practice Manager's have been cited as a useful asset for LAC. As mentioned by all 3 Coordinators, the libraries are a key source of support
Perceptions of LAC	That it's like every other community and social working initiative out there, that it has restrictions around age and client group, that it's just like what they do.	This sentiment is echoed by the Coordinators and in an interview with Western Bay
Role of the Leadership Group	To shape what we do but critically, to promote LAC in their own forums. They must have a strong understanding of LAC to do this. They are also there to question it and provide contacts to progress and support funding efforts. They are there to provide their knowledge and expertise to enable us to do it well.	Emphasis on the importance of having a strong and committed Leadership Group
Training - what was effective?	Ralph was integral. Going to meet other Managers from LAC sites in the UK was also very useful.	As with all 3 Coordinators, Ralph's support and contribution at this stage is viewed as critical to the training period.

Question	Implementation Manager	Researcher Comments
Training needs	There's something missing about the practical side, but we are learning on the job. It's missing 'lone working', maybe some more 'safeguarding' but we don't want to be completely risk adverse and 'bereavement'.	Coordinator 'B' also mentions 'Safeguarding'. Coordinators 'A' and 'B' both have Tier 2 cases with bereavement at their core.
Helping LAC in the Short term	Having stories of success but it's only been three months. Having publicity and getting the right message across Having and maintaining buy-in from senior management Having representation from health on the Leadership Group as well as Police and the Fire Service.	Stories- The value and impact of stories is integral to the evidence base for LAC in Swansea. Publicity -The use of Social media as mentioned by all 3 Coordinators may assist getting the message out there Buy-in - Western Bay also recognise the importance of senior level buy-in Leadership – Widening the membership of the Leadership group to include important services such as Fire and Police have previously been evidenced by other pilot sites
Additional Comments	I feel fortunate in that I've been given the space to project manage and implement LAC in the way it was designed. We've been allowed to get on with it.	Being given autonomy to develop in the role was also touched upon by all 3 Coordinators. Coordinator A also felt that remaining true to the original model design was important.

5.4 Local Area Co-ordinators: Recruitment and Training

The Swansea implementation embraced the 'citizen-centred' recruitment approach which involves members of Pilot area communities. This provides immediate engagement and supports rapid development of both trust and progress.

Job adverts for Local Area co-ordinators were posted on 30th January 2015 on the Guardian Website, Jobcentre Plus website, City and County of Swansea internet and intranet websites. It also went out to the voluntary sector via Swansea Council for Voluntary Service (SCVS). The closing date was 13th February 2015 and Swansea City Council received 60 applications in total, 12 were shortlisted and 11 interviewed (one person dropped out on the morning of the interviews).

During this time, a member of Swansea Council for Voluntary Services was integral in convening community representatives to act as interview panel members for each of the chosen areas. This is an important and effective component of the model as these representatives are connected to the local context and will arguably have greatest appreciation of their community needs, assets and challenges as well as an understanding of the candidature who might be the best 'fit' for their areas. Furthermore, the representatives act as a 'springboard' for new co-ordinators and are key in plugging them into existing community networks.

Local Area Co-ordinator interviews took place in April and were held at the national pool for the Sketty appointment, the local Community centre in Port Tennant for the St. Thomas and Bonymaen appointment and in the local Asda Community room for the Gorseinon appointment. The Gorseinon group could not reach a majority agreement on a candidate and therefore a second interview took place. In total three candidates were selected, one for each area and commenced training on 1st June 2015. Two candidates had previous experience in social care and the other as a community leader.

5.5 Initial Delivery

The recruited Coordinators completed a month long training programme (June, 2015) which has provided them with the skills and understanding to deliver LAC activities. They commenced work on a full-time basis at the start of July 2015 and have therefore been active for just over two months at the writing of this report. During the period to date, the three Coordinators have engaged with community assets, and worked in support of individuals and their families.

As LAC is a person-centric approach, the crux of the delivery is the individual interactions. The remainder of this section provides feedback from Coordinator interviews together with a digest of example interactions demonstrating the nature of the interactions undertaken by the coordinators to examine alignment with LAC principles. To maintain privacy of those involved, these stories have been anonymised, and the section will be further redacted in versions of this document intended for wider dissemination.

Question	LAC 'A'	LAC 'B'	LAC 'C'	Researcher Comments
Background and relation to LAC	Social Worker for Adults with learning difficulties then became a housing case co-ordinator	I had facilitated a peer advocacy group for adults with learning difficulties giving them a voice. I'd been a teaching assistant before that which taught me patience!	Been a community leader, previously a community Policeman. Community and Race Relations – LGBT, faith groups etc. Then went to work for the Church	Two Coordinators had previous social care backgrounds working with Adults with learning difficulties. The other had substantial experience of community work.
Awareness of the role	I found out about the role through the Swansea City Council Bulletin	Third sector jobs website	Family member saw it advertised and notified me.	Awareness of role accessed by various methods.
Appeal of the role	It was the reason why I became a Social Worker, working face to face with people	It sounded perfect; it was trying to address everything I was worried about and countering it. It was also about doing the small things that make the big changes.	I get to carry on doing the sort of things I've done previously and make an impact on the community where I live.	Interviews revealed the appeal of working with people and saw LAC as the opportunity to make a positive change for individuals and the community
Understanding of LAC	I got the ethos straight away, it fitted with my previous experience and knew it required a certain type of person – empathic, relatable, sociable and saw that Community is stronger together	When I read about LAC it came across clearly. I read around it and took time to look at it. There was nothing muddy or murky about it.	It did take some work. I'd never heard of it. I did a lot of reading and went to visit two LACs working in England which helped. I can understand you either get it or you don't. It's very different to Services. For me it's connected to having that social awareness and passion for community.	Two of the Coordinators felt LAC required some reading to fully understand the model.

Question	LAC 'A'	LAC 'B'	LAC 'C'	Researcher Comments
<p>Importance of community leaders during/after interview</p>	<p>Very important, I met with some members very early on and they introduced me to faith groups, Schools, the Foodbank, community centres and sports clubs</p>	<p>I engaged with some of the group but not as much as I'd liked to have because one fell ill. I've been linked to the hospital gardening project, 'Time to meet' and the local Institute even got me a room as a part-time base</p>	<p>Yes, very beneficial. Two were away but I visited all of them. The Curate at the Church has been key in connecting and building the Community Orchard. I also met with Mandy who runs the winter homeless project, that was good to start with the leadership in the community. It was good to start conversations saying you've been chosen by the community.</p>	<p>All felt the interview panel members played an important and valuable role in getting them started in their prospective communities. Community leaders were able to link them into networks quickly and effectively.</p>
<p>Getting started in the community</p>	<p>I went to the local library very early on which was a huge source of information and they were very knowledgeable about what was going on in the community</p>	<p>As well as introductions from the community leaders, a mixture of arranged formal meetings with community teams, drop-ins at the community centre and the local pub. I've started a Facebook page and uploaded a Google map which shows where things are happening in the local community</p>	<p>The library has been key as has a sheltered accommodation place, a coffee shop, shops, post offices and hairdressers. The local community centre as well. Jane has taken us to loads of group meetings with key organisations – housing associations, SCVS, Council groups and Community Connectors.</p>	<p>All of the Coordinators mention the library as a key centre of community activity (Coordinator B mentions this in some of the stories he's shared). Hairdressers are mentioned by Coordinator C but also by Coordinator A in one of the stories. Formal group meetings arranged by the Implementation manager with other community teams have also been</p>

Question				beneficial for others understanding LAC.
	LAC 'A'	LAC 'B'	LAC 'C'	Researcher Comments
Challenges and barriers so far	People (services) understanding what LAC is about, they don't see the blurred lines where we can work together. I guess they're still sizing us up.	Nothing major, some GP's surgeries haven't responded to emails and the Youth Workers have been very reluctant to respond and meet up.	It's about getting us known, to be high up on the list of resources for people – that's the biggest barrier. Being a face people know. Part of that is our responsibility to keep pushing the message, the other is the Implementation Manager's to push senior management to see the value. They need to be encouraging other teams to use us.	Challenges include visibility, communicating 'the message' of LAC; understanding the boundaries and a willingness by external groups to respond and engage with the Coordinators.
Early responses to LAC	I've had connections from Councillors, hairdressers, and newsagents. I've made 64 connections since mid July. SCVS, Mental Health Co-ordinators, Libraries, Swansea Park's Network have all been great.	The frequent thing people say is 'Oh that's what we do'. Once they understand more they can see the value and scale of what we do. Others say 'Why has no one been doing this?' and 'What can we do to help?' They're not getting paid, they're just happy someone's taking an interest.	I met with local Councillors very early on and they were very encouraging. Some haven't managed to 'get it' as much as we'd hoped.	Early responses to LAC are on the whole positive. There is support from many of the local Councillors, community businesses, organisations and local groups. However, there is the need to get the message of what LAC does across in order to clarify that it is not the same as existing social and community activity.

Question	LAC 'A'	LAC 'B'	LAC 'C'	Researcher Comment
Perceptions of LAC	Some in Services have said LAC is like a 'cult', it has a model, it's separate, has its own terminology, even Guru's, it's competition etc. until you tell them a story and then they understand	It's been 99% positive from the people in the community. People love someone who can listen and who takes an interest.	Some have said 'what you're doing in the community is like 40 years ago' building strength and people looking out for one another – I've heard that several times now. On the other hand I've also had 'that's what we do' from OT's and Community teams. I've also had a Social Worker say 'That's what we should be doing'.	The comparison of a 'cult' was also supported by the Implementation Manager during interview. The issue of terminology is also echoed by the Implementation and UK Managers as a challenge. All verify a positive response from the community.
Recording your work	I've been putting everything down in a spreadsheet.	Trying to keep on top of it. I make short stories of everything but I have more success using spreadsheets and the Google map.	It's manageable at the moment but do need a system. I've got a spreadsheet with all the contacts but I'd love to find some good software. I use EverNote as well because you can tag keywords.	At present it appears that a spreadsheet database is the most favourable until something more 'fit for purpose' is developed. UK Managers are currently investigating suitable alternatives.
Training - what was effective?	Ralph Broad was integral to my training, his sessions were excellent and well worth attending	First 2 days very inspiring, definitely the best. Jane and Ralph were inspiring. Met the other Co-ordinators and we all	Ralph has been good and very useful, he embodies the ethos and values. Those training days were great. Giving us	Ralph Broad was integral to the training process. This response was also

Question	LAC 'A'	LAC 'B'	LAC 'C'	Researcher Comments
Training – What was not?	One external workshop was too risk adverse and flew in the face of what LAC was about. It didn't feel like I could have natural conversations if I followed her method	On reflection one session wasn't inspiring but I guess it defined the middle ground between Ralph enthusiasm and the other trainer's measured approach.	My frustration is with the database and forms. We still not sure what we're using.	supported by the Implementation Manager.
Training needs	Not that I can think of	Safeguarding training earlier on might have been beneficial. Maybe add Mindfulness training?	It would have been useful to have the database and forms up and running at the start. No phone and no laptop until a month after I started.	Feedback given expressing what each felt was missing from the training session or what did not inspire them in their roles
Role of social media in LAC	Very important for LAC but the Council are sceptical. We've had to put a business case together to use it. I've got 37 groups on my Facebook account and get instant updates.	Once we receive approval for official work Facebook and twitter accounts it will be a vital resource to make links with individuals, groups and organisations as well as being a central place where we can share information regarding where we will be, things that are happening in the community, resources people can access, groups that they can attend. As soon as the	I've helped to write a business case for us to have Facebook and Twitter. It's important because there are no Foodbanks or Job centres where you know there are people in need here. It's not a conversation they're used to having.	Safeguarding as a training need mentioned by Implementation manager and LAC 'B'
				All of the Coordinators feel that social media plays a key role in supporting what they do. This maybe particularly useful in more rural and middleclass areas where many are not used to accessing support. It appears to be

Question	Google map went public on Facebook I received messages.			Researcher Comments
	LAC 'A'	LAC 'B'	LAC 'C'	
The most difficult part of LAC	The ability to pull in services established in Swansea and retain the ethos of LAC without compromise. Most have wanted part of LAC without committing to the model wholly or they have claimed they are already doing the role in their service.	Walking into a group for the first time, particularly without having arranged anything beforehand. I've had to have the confidence to introduce myself to a whole host of people and tailor the LAC message for people from all walks of life, career paths and needs.	At the moment -it is already introducing myself and the role and being proactive in all the conversations with shopkeepers, community contacts etc. In my area people seem to be more private and the area is new to me. This isn't unexpected, just hard work, as we are building the bases of relationships. Also because the role is new other council colleagues have not yet seen the benefit of it, or experienced it, so it takes energy and time to explain.	For two of the Coordinators it's becoming comfortable with introductions, conversations and understanding. It is still early and LAC is very new to the area.
The best part of LAC	When people 'get it' and they are inspired, as we are as workers, by it. People finding their feet and methods of sustainable support and help is joyful in a way that focus upon problems, issues and needs of support are not. People often take a little but want	I have been surprised with the amount of people who've not only been receptive to LAC but who've said straight away "What can I do to help". I've been privileged to have had people share details about their lives with me. It takes a lot to invite a stranger into your home and talk about	Best part is working within the LAC values and principles especially not being time-driven, not having to meet short term targets, and having different attitudes in the way we approach our work.	Both Coordinators mention the willingness of people asking how they can help, this is a core component of the model and contributes to building self-sustaining solutions and community resilience. The autonomy of

<p>Question</p>	<p>to give more back</p> <p>your mental health, disabilities, losses that you have suffered, as well as exploring your hopes and dreams.</p>			<p>the model but also the autonomy allowed by management is key to developing the way Coordinators work and build relationships.</p>
<p>Additional Comments</p>	<p>LAC 'A'</p>	<p>LAC 'B'</p>	<p>LAC 'C'</p>	<p>Insight</p>
	<p>Having IT support ready and aware of the demands of the role would be beneficial rather than spending weeks on bureaucratic processes which keep LACs from their locality. Having a database sorted on which to record and map out day to day other than the story template currently used.</p>	<p>The continuing cooperation of other organisations and agencies is important to our success. For them to believe in LAC as much as we do. Most of the early work has been networking, resource mapping, information gathering, etc. This is all the ground work that must be laid, to build on in the future and ensure a good knowledge base and support network. This will plateau and most of our time will be devoted to one to one support. The continued promotion of the project to ensure we never stay still and we are continually learning and developing will also be essential. The great management structure that is</p>	<p>LAC would benefit from a higher profile – both in council publications and local newspapers etc. Also it will need overt support from senior management for it to succeed.</p>	<p>LAC 'A' and LAC 'C' (identified in training needs) that IT support and a 'fit for purpose' database was not available to them at the outset.</p> <p>The role of senior management is also echoed in interviews with Western Bay and the Implementation Manager.</p>

already in place must also
continue. I'm imagining a stage
in the future where walking
down the street is like walking
into the bar in Cheers, where
everybody knows your name.

Local Area Co-ordination - Swansea

Emerging Stories

Formative 3 month Evaluation

June-August 2015

STRICTLY CONFIDENTIAL

These stories are not to be circulated or distributed, these contacts are still developing and their stories emerging as the Local Area Co-ordinators build relationships and gain further insight into the individual's vision for a 'good life'.

Names have been changed to protect the identity of the individuals

Nigel's Story

"I want to do more with my life before I go"

Source of Initial Contact:

Introduced to the Local Area Co-ordinator by the Community Mental Health Team

I

Introduction

Nigel is a 70 year old gentleman living independently in the local community. The Community Mental Health Team (CHMT) had been supporting Nigel for several years following a breakdown and had helped him to move to sheltered accommodation. He was about to be discharged from the team, who felt that he would benefit from LAC help in socialising and meeting new people.

Nigel's

Situation

The Local Area Coordinator met with Nigel and took time to get to know him. They talked about his past, his current situation and what was important to him and what a good life looked like to him. He is in a stage of reappraising his life, and said "I want to do more with my life before I go". He was planning to start taking up exercise again. He takes long walks regularly and has reduced his visits to the local pub. Nigel also wants to stop smoking. He is keen to meet more people, and maybe go on trips.

What Happened?

The Local Area Coordinator took time to find out Nigel's interests which included doing some voluntary work. The CMHT worker had identified an opportunity working at the local woods which he was pursuing.

Nigel and the Coordinator also discussed computer training, although Nigel recounted that he had had a negative experience of being taught in a large group. The Coordinator also suggested getting out to a coffee morning where Nigel could talk to more people. It was suggested that as Nigel has a car, he may be able to collect another person that the Coordinator is already supporting, who is visually impaired and finds it hard to get out. Nigel was agreeable to this.

Follow up and next steps

The Coordinator has connected Nigel with a member of a local church who also has an interest in cooking and who will visit Nigel regularly. The Coordinator is researching one-to-one computer training for Nigel, which would provide another connection, and an opportunity to learn new skills. In addition the Coordinator has connected Nigel with an older lady living nearby, who needs support after a fall. Nigel will visit and accompany her to the shops to help her grow confidence to go outside independently.

Gwen's Story

"I'm not much of a joiner"

Source of Initial Contact:

Local Area Coordinator met Gwen at the local community centre and discovered she was visually impaired and looking for activities.

Introduction

Gwen is a woman in her 80s who is vision impaired and has recently lost her husband. She lives on her own in the same house she has occupied for nearly fifty years. She has a daughter locally who visits once a week. Gwen would like more things to do, but isn't keen on joining groups.

Gwen's

Situation

The Local Area Coordinator met Gwen at the Community centre when she attended with her companion from RNIB. They were looking for activities at the centre but there was nothing going on at the time of their visit. As they were inspecting the notice board, the Coordinator asked them what they were looking for and was able to explain about local area coordination. As a result of that conversation, the Coordinator was able to meet with Gwen a few days later to discuss Local Area Coordination and how it may help her, and Gwen felt that a further conversation would be useful.

When the Coordinator visited Gwen at home, he asked her about her life currently; Gwen gets help from the companions from RNIB, but would enjoy talking to other people. Gwen has a good relationship with her neighbour who is great but works and so isn't around very much. She used to love sewing and knitting but finds this impossible now her eyesight has deteriorated. She also has a gardener to cut the grass, but is concerned that the bushes in the garden are growing too high and obscuring her view of the road outside, and contributing to her feeling isolated. She describes herself as 'not much of a joiner', having been an only child, and so is less interested in joining groups, especially those that are just for other vision-impaired people.

What Happened?

The Coordinator visited Gwen again, where he got to know her further and she was happy to talk about her life, her past but also what she would like to do in the future. A visit from Swansea Vale Resources Centre staff to help her be more confident about going out and using buses etc., was planned but unfortunately she was not up to it. She indicated that she may be up to learning braille and also finding some way to be involved in knitting/sewing - that could be with someone else who she could teach or help and use her vast experience and skill to pass on to another

Follow up and next steps

The Coordinator is finding out about local knitting/sewing possibilities and also about braille lessons. He will be connecting her with the sensory services team and RNIB for this, and he has made a couple of other local connections who would be interested in meeting up with her for coffee. One of these other connections can drive, so may be able to provide transport so she can get there.

Eira's Story

Source of Initial Contact:

This introduction came from a Social Worker who the Local Area Co-ordinator met in one of the Local Hubs where he goes to complete his paperwork

Introduction

Eira has a history of cancer and has recently been diagnosed with Parkinson's disease. She is also on medication for depression and complains of constant pain. Her health problems have been exacerbated by issues with a neighbour. This has left her anxious about being in her home alone and she has lost confidence in going out.

Eira's

Situation

Eira has overcome serious illness in the past and unfortunately has recently been diagnosed with Parkinson's disease. There have also been complications with previous surgeries which have left her in constant pain.

Last March Eira experienced a serious physical attack which left her fragile and nervous. Eira now feels anxious about staying at home alone but has lost confidence in going out.

Eira's social worker felt that she wasn't in need of physical services, but she is in need of emotional support and reassurance. The social worker also felt that Eira may benefit from activities she could participate in to help her get out of the house and reduce her feeling of isolation

What Happened?

To date, the Local Area Co-ordinator has met with Eira on several occasions. He took time to get to know her and listen to her story and the things she was concerned about. Eira lacks confidence and has been very nervous but appreciated the visits. The Co-ordinator has been able to help Eira be less anxious by dealing with some utility paperwork that she was confused about and continues to help with letters she receives. He has also liaised with the tenancy support unit to whom Eira was referred.

Follow up and next steps

The Coordinator will be working alongside Eira and the partner organisation to identify a new flat for her to move into. She currently feels too scared to stay in her home since the incident with the neighbour. This will also involve helping her with accessing benefits. When she feels well enough the Coordinator will introduce her to a coffee morning in a local park which is run by volunteers. This will connect her with others as well as supporting a local community run project

Emma's Story

"I don't want to talk to anyone, they'll take my kids away"

Source of Initial Contact:

Manager of a local corner shop

Introduction

Emma is a young mother with three young children. She is recently bereaved, isolated and struggling to cope. She is not sleeping or eating properly, her children are also grieving and she lacks familial support. Emma and her partner signed a new tenancy agreement just before he unexpectedly passed away and she is concerned about how she will manage alone with the property. Emma wants to help her children with their grief, resolve her housing issues and gain control once again.

Emma's Situation

The manager of the local corner shop suggested Emma would benefit from a visit from the Local Area Coordinator as the family would be reluctant to be approached by a 'service type' person fearing this might lead to the family being split up. The Coordinator took the time to explain their role and they agreed to meet at her home.

Emma explained that she had lost her partner suddenly a month ago. Since then, she has moved in with her mother and describes their relationship as 'up and down'. Emma is not eating or sleeping much, she feels drained and numb. Emma and her partner recently signed a tenancy agreement for a new property. It has no heating, flooring and is unfurnished, it feels empty and cold. A friend has told her if she seeks help from Social Services they will remove the children and people will see she cannot cope. Emma became very emotional when talking about her children who she thinks may have autism or ADHD. Emma feels she and her children need help dealing with the loss of her partner. She went to the local library to borrow some books on grief but someone asked her how she was and she burst into tears and left. She also is worried about her new tenancy and the property.

What Happened?

The Coordinator went to the library and collected 3 books for Emma. The library was able to offer support through a 'Mums and Toddler' Group held there which Emma signed up for. The books have helped her children start to talk through their toys about their feelings and ask questions. The Coordinator put her in touch with her local housing officer to get the remedial work done on the house and found information on benefits and entitlements. Emma was encouraged to visit her GP to talk about her and her children's situation.

Follow up and next steps

Emma is on a waiting list for Counselling with Cruse Bereavement and has discussed the idea of an assessment for her children for Autism and ADHD. She is grateful to have the Coordinator to talk to and doesn't feel judged or pressurised. The Coordinator has also agreed to accompany Emma and her children to the Mums and Toddler group on their first day

5.6 Network & Relationship Science Approach

Network science uses the relational linkages between individuals, organisations, and other actors to inform methodology and research across a wide spectrum of fields including the understanding of social interconnectedness

Swansea University's Network/Relationship Science Analytics programme is a partner with IBM's Network Science Research Centre (NSRC). IBM's NSRC is collaboration among scholars and researchers from IBM, Swansea University, MIT, Harvard University, Brown University, Columbia University, and other organisations, and it provides access to practitioners and subject matter experts as well as pertinent information regarding information technology that can be applied to advancing several societal missions such as advancing environmental sustainability, promoting global security and stability, and to transform the way we live and work as well as to improve the human condition – one person, one city, one nation at a time.

With this in mind, the researchers incorporated some of the principles of relationship science into the evaluation methodology in order to assess the effect of LAC upon community networking and potential resilience. By identifying the eco-system of assistance accessed by individuals at the start of the project and mapping the interactions and their effectiveness created by LAC (or lack thereof) the researchers hope it will provide a clear picture of its impact across the region.

The approach identifies assets and individuals, charting the relationships established between them. This is recorded by the Coordinators in field notes and case studies. A simple characterisation and hierarchy of relationships is used to chart their development, as shown below;

1. Initial Engagement (red)
2. Sharing of basic information (purple)
3. Collaboration in achieving a goal (green)
4. Successful co-production outcome (gold)

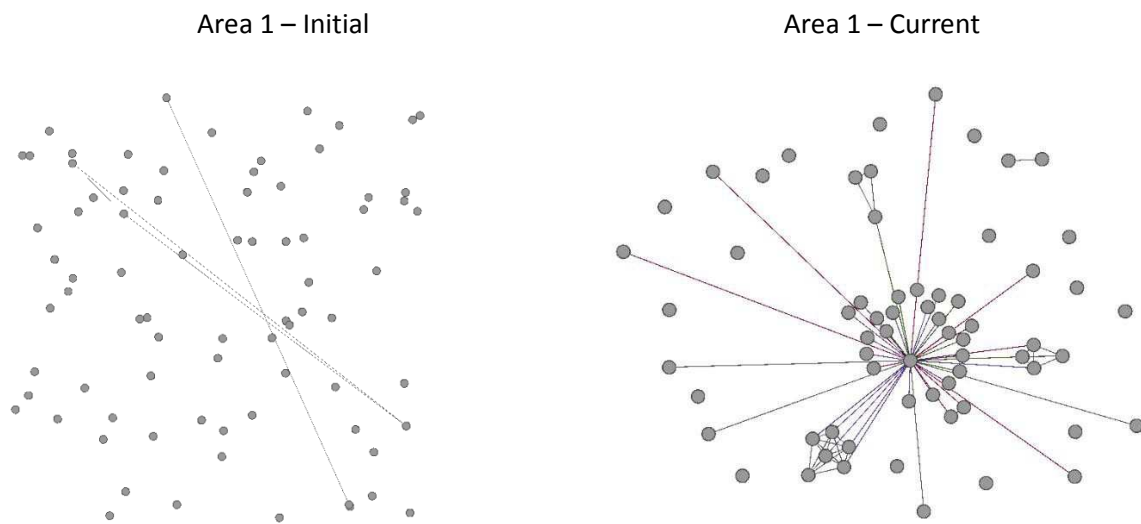
The networks and relationships are presented graphically with maps¹⁹ using points to represent assets/individuals and lines between them of different colours to represent the hierarchy of relationships.

¹⁹ At this early stage, non-geographic maps are used to maintain anonymity of individuals engaged due to the relatively low numbers involved

5.7 Emerging Network & Relationship Highlights

The Pre-Deployment phase use of the network and relationship science approach has focused on establishment of connectivity between the LAC Co-ordinators and local assets. Despite the relatively early stage of deployment, it can be clearly seen that all areas have seen not only a growth of both asset and supported individual networks, but also evolving relationships demonstrating activity across these networks.

The following network map presents progress in establishment and activity across community networks in one of the three Pilot areas (the remaining two are in preparation). The 'Initial' position presents an outline of identified community assets, with the 'Current' map showing the level of connectivity achieved to date.



The above network map demonstrates a clear progression, with the Coordinator engaging effectively with community assets in the Pilot area (i.e. number of lines and connected nodes). It is most encouraging also that even at this early stage there is tangible activity underway as well as connectivity being established. There is a high level of centrality around the Coordinator as data collected is relatively limited, though case studies will be able to inform in future whether density increases over time.

Finding

The initiation of the project has progressed well, with a team of Coordinators making good progress within their respective communities

Update reviews and the final report will examine how this network has developed both in terms of connectivity and activity. This will establish whether LAC is not only engaging across the targeted community but also making effective use of assets therein.

5.8 Financial Perspective

As described in earlier sections, many of the anticipated LAC benefits, and in turn their financial impacts, are ultimately a complex aggregate of savings achieved through prevention of issues developing into need for resource-intensive services. Establishing additionality is also challenging as each interaction is unique and working out what would have happened without intervention risks being mere guesswork.

Furthermore, significant targeted benefits are intended as longer term and indirect. For example, interventions supporting vulnerable individuals into work run straight into the proven links between poverty, employment and health. The result of such positive outcomes is benefit through both reduced welfare expenditure and future health service costs - in addition of course to the personal and social benefit. Therefore, only professional insight and personal/family/peer reflection on a case by case basis to assess the counterfactual missed prognosis for a supported individual can help establish what costs may have been avoided.

Available service unit costs from Government²⁰ and academic²¹ research, or other appropriate benchmarks for avoided service requirements, together with further quantifiable benefits allow a level of assessment of individual cases which can be aggregated or appropriately extrapolated.

The early stage of interactions makes it challenging to quantify benefits as insufficient data are available. However, the case studies developing around individual interactions allow the nature of services use already avoided through LAC interventions, and their planned outcomes to be identified. Encouragingly these already demonstrate both emerging and planned benefits for individuals, together with interventions targeting entire groups within communities.

The following table lists those identified as already happening (Emerging) and those targeted by existing engagements (Anticipated and Potential).

Emerging Benefits

- Avoided calls upon Social Worker support (Adult Services)
- Avoided General Practitioner Visits
- Avoided calls upon mental health services

Anticipated Potential Benefits

- Potential employment (with associated benefits to UK central government)
- Avoided Community Nurse visits
- Avoided/Delayed transition into residential care or nursing home

²⁰ Personal Social Services: Expenditure and Unit Costs, England, 2013-14, Health & Social Care Information Centre, 2014

²¹ Unit Costs of Health & Social Care 2013, Personal Social Services Research Unit, The University of Kent, 2013

- Avoided Home Care Visits

Encouragingly, the albeit limited delivery undertaken to date has already resulted in both Emerging and Anticipated Potential benefits mapping well against those hoped for by key stakeholders.

There is of course the perspective that LAC may introduce individuals to use of service which would not have occurred otherwise, resulting in new costs. However, on the basis that earlier interventions provide more effective and cost-effective resolution of issues this would be more likely to provide net benefit than simply being regarded as additional cost.

Further stages of this evaluation will draw further upon experienced Social Worker and case review to assess benefits achieved, avoiding any optimism bias during the quantification of benefits. The update reviews will provide a compendium of stories with 360° interviews to assess additionality. These will be used to identify whether the Anticipated Potential Benefits have been achieved and quantify their value. The final report will then use these combined data to provide a perspective for the wider LAC Pilot impact.

In terms of cost, the Swansea LAC Pilot Implementation is approximately 200k for twelve months, inclusive of Co-ordinator and other management costs. This is comparable with other benchmarks for delivery and will be tracked against the scale up of delivery and benefits achieved during the further stages of this evaluation.

Finding

LAC has the potential to make a valuable contribution to communities in Swansea, with benefits already emerging from these very early stages of delivery

6. The Findings

This early stage report provides a high-level initiation review which will be used to build up the evaluation over coming months as the LAC Pilot is delivered. However, as detailed in earlier sections, a number of emerging observations and recommendations have been identified and formulated.

These are as presented in the tables below'

Finding

The LAC model complements existing support services, though must be clearly understood as a medium-long term community resilience effort rather than risk being perceived as rebranding of social services

Finding

The initiation of the project has progressed well, with a team of Coordinators making good progress within their respective communities

Finding

LAC has the potential to make a valuable contribution to communities in Swansea with benefits already emerging from these very early stages of delivery

Recommendation

Continued commitment to the approach would support the approach building trust and meaningful engagement for what is a long-term ambition rather than quick-fix

Recommendation

Strengthening of the role of the LAC Leadership group through regular attendance at meetings, with expanded membership potentially including relevant emergency services and community members.

Recommendation

Enhanced engagement of the third sector at the Leadership Group level to complement the strong links being forged by Coordinators at the operational front

Further findings drawn from triangulation of the datasets collected include;

- Many of the themes raised by the UK Managers have since been echoed in interviews with Swansea's new Coordinators and Western Bay. A comprehensive understanding of Local Area Coordination would further assist in clarifying boundaries, building partnerships and encouraging joint working as potentially exploiting additional funding streams.
- Whilst some members of the third sector in across the Western Bay region have been a significant support, a wider affiliation is a work in progress. A small number of third sector colleagues have been hesitant or even reluctant to engage - a theme echoed across UK Managers and throughout the data we have gathered. Further research needs to be undertaken to understand the causes underpinning this finding.
- Increasing pressure on resources and availability of funding has increased the need for a convincing evidence base. However, as this model's 'slow-build' approach is integral to its ethos, significant evidence will take time to gather.
- Increasing pressure on resources and availability of funding has also put constraints on other community and social initiatives supported by the local authority. This has contributed to some of the negative perceptions of LAC, in that it has been viewed with suspicion or seen as a repetition of existing initiatives
- The role of the Leadership group is widely viewed as integral to the success and sustainability of LAC. Its ability to influence and convey the message of LAC into its nuanced networks and forums along with its ability to unlock barriers and progress the programme is key for Western Bay, UK Managers and the Swansea LAC team.
- Senior leadership and buy-in is also related to systems change and service reform and the encouragement of joint working and greater co-production.
- Language and terminology has been raised as an issue. The model does indeed have its own terminology which for some sets it apart from the mainstream.
- Centres of community activity or those entities that are passing on referrals to the Coordinators e.g. the local libraries may add an additional level of insight to the Leadership Group.
- Whilst the membership for the Leadership Group covers a broad range of areas, regular attendance and commitment is imperative to maintain momentum.
- The need for a clear and cohesive method of recording data is required not only in Swansea but this was an issue expressed by the UK Manager's.
- LAC is a 'slow-build' model therefore short-term funding will not give it the time to develop and fulfil significant potential. This approach requires longer-term investment to appreciate its potential.
- Understanding and communicating the model is essential for it realise its aim of becoming a front end service. Social media has an important role to play as well as the leadership group communicating LAC in their individual fora.

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CITY AND COUNTY OF SWANSEA
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30 March 2016

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Next Generation Services following the meeting of the Committee on 14 March 2016. It is about Housing, Corporate Building & Property Services, Energy and Commercialism.

Dear Councillor Lewis,

Cabinet Member Question Session – 14 March

Thank you for attending the Scrutiny Programme Committee on 14 March 2016 answering questions on your work as Cabinet Member for Next Generation Services. We wanted to explore priorities, actions, achievements and impact, in relation to your areas of responsibility. Thank you for providing a paper that gave us the headlines from, and helped us to understand, this new cabinet portfolio. You helpfully identified the following as key areas within the portfolio: Housing; Corporate Building & Property Services; Energy, and Commercialism.

We are writing to you 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:

Housing

'More Homes' Programme

You talked about progress on the pilot scheme of the plan to build new council housing, under the 'More Homes' Programme. We noted the intention of the pilot to look at the viability of using in-house skills and resources where

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possible to build these homes. You stated that this would be a good test of the capability and capacity within our Corporate Building & Property Services and competitiveness.

We were impressed that you wanted to build to high energy specifications using the 'passivhaus' standard. We understood that this was a focus on the quality of build and materials providing excellent thermal performance, exceptional airtightness with mechanical ventilation, thereby reducing the heating demand of the property. Although this may add to the cost of construction you stressed that it was about sustainability. We felt this was an approach that could be very important in tackling fuel poverty – something that you stated would be assessed after the first year to measure impact.

We asked about timescales for the delivery of new homes and you stated that things were moving ahead in terms of survey work and having architects in place, and it was hoped that the first keys would be handed over by this time next year.

Welsh Housing Quality Standard

You highlighted achievements in relation to the Welsh Housing Quality Standard. A Scrutiny Working Group recently met to discuss the Council's progress in achieving the standard and has written to you about this.

Disabled Facilities Grants

We discussed some of the challenges you identified including the need to reduce waiting times for Disabled Facilities Grants. You acknowledged issues around the process, particular at the initial point of contact and involvement of Occupational Therapists (OT), which were delaying the delivery of vital adaptations. Given existing demand on the OT service and pressure on social services, we heard that, to improve matters, you have overseen the appointment of 2.5 FTE Occupational Therapists within the Housing Service.

Committee members shared their experiences about other delays in the process, for example around surveys, which you agreed to look into. You stated that every property was different and surveys were a critical part of the process but told us that you were happy to look into the overall process and timescales / waiting involved at various stages to see what could be done.

Corporate Building & Property Services

You highlighted the role of Corporate Building & Property Services in maintaining the 13,500 council-owned housing stock, within the property portfolio. You also gave a number of examples of achievements against key targets as well as various public service awards gained, which was pleasing.

We discussed your role in relation to the School Building Programme, which is listed amongst your portfolio responsibilities. You clarified that it was involvement in the maintenance and repair of school buildings.

Energy

We noted progress in relation to renewable energy projects within the Swansea Energy and Enterprise Scheme (SCEES), the establishment of a district heating network, and work to reduce carbon emissions.

Commercialism

We discussed the work of the Council's Commercial Team and opportunities for generating extra revenue for the Council. We noted a number of key projects and successes. We were particularly impressed that the Team has been looking at maximising income from the Council's public sector contracts with others (e.g. the Local Health Board), and has generated significant amount of income back to the Council. You mentioned a sum of £3m that has been generated in total so far. We were interested in a breakdown of how this amount has been achieved, and in particular how the Team has been able to maximise income from contracts.

We asked whether you were exploring the possibility of commercial opportunities in relation to our ICT services which are now back in-house. You stated that this is being considered although the main focus at the moment was to ensure that the in-house service has bed in.

We noted that £167k has been raised from external sponsorship and potential for even more income generation. We commented about the use of lampposts and pillar wraps for advertising and potential for being a blot on the landscape. You stated that no stone would be left unturned to identify commercial opportunities and raise income, but would be mindful of any concerns about over advertising. We heard that a Commercial Board has been set up involving Cabinet Members and officers to test / challenge ideas to ensure they are feasible and acceptable.

We noted that you are taking a report in the coming months to Council on the commercial plan and progress, and looked forward to this.

Portfolio Responsibilities

Finally, it was noted that your portfolio responsibilities include reference to Community Building & Asset Transfer. We are interested to know how you are involved in this and get some clarity about responsibility as there appears to be some cross-over with other Cabinet portfolios.

Your Response

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

- you to look into the overall process in relation to Disabled Facilities Grants and timescales / waiting involved at various stages to see what could be done;
- a breakdown of the income generation achieved through the new commercial approach, and in particular how the Commercial Team has been able to maximise income from contracts; and
- clarity about your portfolio responsibilities in relation to Community Building & Asset Transfer

Please provide your response by 20 April. We will then include both letters in the agenda of the next available committee meeting.

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

Yours sincerely,



COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

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CITY AND COUNTY OF SWANSEA
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Councillor Mary Jones
 Chair of Scrutiny Programme
 Committee

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 Direct Line:
 Linell Uniongyrochol:

Councillor Andrea Lewis
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 AL/JW

20 April 2016

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 I dderbyn yr wybodaeth hon mewn fformat arall, cysylltwch â'r person uchod.**

Dear Councillor Jones

SCRUTINY PROGRAMME COMMITTEE

Thank you for your letter dated 30th March 2016 following my attendance at the Scrutiny Programme Committee on the 14th March 2016.

Disabled Facilities Grants

The average Disabled Facilities Grants (DFG) timescales for 2014/15 and 2015/16 are listed in Table 1. This shows the total time taken to process a DFG as an average of all cases completed during the year. The total time includes both Occupational Therapy (OT) and Housing elements of the process from first contact to completion of works.

Table 1

Year	Number of DFGs completed	Average numbers of days to complete a DFG
2014/15	302	277
2015/16	306	338*

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 ANDREA LEWIS**

**CABINET MEMBER FOR NEXT GENERATION SERVICES /
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* Please note, due to timing, this figure may not be the final out-turn for 2015/16. The published out-turn figure may vary slightly because cases are still being completed at end of the financial year.

Further information is provided in Table 2 showing the Housing proportion of the average time taken to process a DFG. This measures the time from Housing receiving the recommended works from the OT to completion of works. It includes the total time for survey, scheduling, any required Planning permission or other statutory consents, arrangement of a contractor and the completion/supervision of works on site.

These are as follows:

Table 2

Year	Number of DFGs completed	DFG time with Housing (days)
2014/15	302	188
2015/16	306	200

Of a total time of 277 days in 2014/15, the average DFG was with OT for 89 days. In 2015/16, out of a total time of 338 days (see * above), the average DFG was with OT for 138 days.

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A systems review of the DFG process in Housing has been completed and a number of changes aimed at reducing waiting times have been implemented in recent times. These include for example a telephone based initial enquiry and screening process. The Housing in-house 'Agency Service' has been expanded. This service is offered to all applicants needing assistance with the DFG application, carrying out a survey and the contractor management process. The Agency Service helps ensure DFG processing times are minimised and offered within statutory timescales.

In early 2016 Housing directly employed 2.5 OT staff to work in addition to OTs based in Social Services. This is expected to improve DFG performance in 2016/17 and beyond.

Minor adaptations up to £2000 in value are delivered outside of the DFG process and without the need for an Occupational Therapist assessment in every case. The average waiting time for minor adaptations in 2015/16 is 55 days. Typical works include installation of grab rails, external handrails, small ramps and lever taps. Minor adaptations are not included in the monitoring of DFG waiting times. The larger and more complex adaptations are all delivered through the DFG process, hence longer waiting times for DFG.

Health Board recharge project / contract management

The Commercial Services team was asked by the Social Services department to lead on the recharging of 'Learning Disabilities Continuing Health Care' Health Board funded packages (funded by Abertawe Bro Morgannwg University Health Board /AMBU) in December 2015; these healthcare packages can be 50% to 100% funded by the Health Board. The Council delivers the care required by the Health Board and then engages in a recharging exercise.

The following work was undertaken by the Commercial Services team –

1. Establish historic arrangements and clarify the information we currently held.
2. Compiled a list of all the packages of care which needed to be recharged liaising with Care Management and Team Leaders to gather this information and checking through previous invoices to gather all the information.

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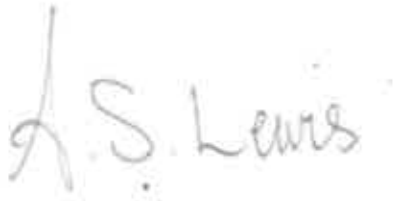
3. Arranged a meeting with senior Officers from ABMU to go through all packages and identify any disputes/queries. All those which we agreed were invoiced immediately.
4. Disputes/queries addressed in conjunction with care management
5. Further meeting with ABMU to address initial queries and to review and discuss new ways of working.

To date the amount recharged for 2015/16 is in excess of £3.4 million with the work that the Commercial Services team undertook yielding approximately £2.1 million.

Portfolio Responsibilities with Community Building and Asset Transfer

In relation to the request to clarify the portfolio responsibilities in relation to Community Building and Asset Transfer I can confirm that I was originally involved in helping to draft the "toolkit" to assist organisations and the council to facilitate CAT. However other than that initial involvement there is currently no portfolio involvement for myself with the relevant Cabinet Member being Councillor Mark Child.

Yours sincerely



COUNCILLOR ANDREA LEWIS
CABINET MEMBER FOR NEXT GENERATION SERVICES

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CITY AND COUNTY OF SWANSEA
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Subject: 2015/16 overview

Income / Savings project

Activity	Annual Savings	Annual New Income
Public Notices	£104,000.00	
Corporate Advertising rate	£7,000.00	
Car Park Tickets	£3,500.00	£3,500.00
Credit Card		£15,000.00
Hanging Baskets		£11,500.00
Street Naming & numbering		£30,000.00
Landore Priority Football Parking		£16,200.00
Road Closures		£35,000.00
Pre-planning advice		£30,000.00
Knotweed service		£20,000.00
Land charges		£20,000.00
Primary school breakfast club service. Welsh Government funding now ceased. Estimate based on 1500 users @ £1 per day x 5 = £7,500 x 38 weeks = £285,000		£285,000.00
Swansea Resource Centre Hearing loop hire		£720.00
Swansea Resource Centre Reduction in contingency budget		£8,000.00
Increase in Legal Docs		£1,832.00
Increase in Legal Coveyancing		£11,064.00
Increase in Legal Common fees		£2,938.00
Sponsorship, Advertising & Promotions		£170,000.00
	£114,500.00	£660,754.00
Contribution		£775,254.00

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CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Rob Stewart
Chair of the Local Service Board

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30th March 2016

Summary: A Convener's letter to the Chair of the Local Service Board outlining the Panel's findings and recommendations following their work to look at "What difference is the Swansea Local Service Board making for citizens?"

Dear Councillor Stewart,

Thank you for your attendance at the Local Service Board Scrutiny Performance Panel on 22 February. We wanted to explore with you our findings so far around our work looking at Older People's Independence. We are writing to you in order to reflect on what we learnt from the discussion and share the Panel's findings, which we intend to be useful to help influence the development of the new Public Services Board.

Panel's approach

The Panel was set up to look at the effectiveness of the Local Service Board and in particular address the question: *'What difference is the Swansea Local Service Board making for citizens?'*

Over the past six months our approach has been to look in depth at one of the Local Service Board's priorities for 2015/16 in order to extrapolate findings on how well it is working as a whole. We selected the Older People's Independence Priority and

commenced our work with an overview of the priority from Chris Sivers (Corporate Director for Place) in July 2015.

Evidence gathered

We have gathered evidence from a range of sources, which included:

- Briefing on Older People's Independence and the Ageing Well Plan: Chris Sivers (Corporate Director People) and Euros Owen.
- Briefing on the Wellbeing & Future Generations Act: Tanya Nash (Sustainable Development Team Leader)
- Cllr Mark Child: Cabinet Member for Wellbeing & Healthy City. An overview of his portfolio's contribution to the Older People's Independence priority and the links to Healthy Cities.
- Healthy Cities (phase VI 2014-2018 specifically referring to the theme of Older People): Sharon Miller (ABMU)
- Premature mortality rates: Dr Nina Williams (Public Health Wales)
- Cllr Andrea Lewis: Cabinet Member for Next Generation Services. A briefing and overview of the Next Generation Services portfolio contribution to the Older People's Independence and independent living
- Written submissions from Local Service Board members providing their views on the effectiveness and achievements of the Local Service Board.

Our work has led us to a number of findings with some resulting recommendations which we hope will influence the development of the Public Services Board.

The Local Service Board has been successful in clarifying and promoting the top priorities for Swansea.

The Local Service Board is important because it has been effective in bringing key stakeholders together and agreeing joint priorities through the production of the One Swansea Plan and the Strategic Needs Assessment. This has encouraged organisations to align their priorities and focus on the same outcomes. Without collaboration some may be working contradictory to each other or duplicating work. Organisations who work separately may be missing out on opportunities to complement each other's work for similar activities.

Financial cuts across all sectors mean that the need to explore opportunities for closer collaboration is greater than ever. The key role of the Local Service Board, as we see it, is to focus on building on the strengths of organisations and allowing them to pool resources, avoid duplication and through this maximise their impact on improving outcomes for residents of Swansea. The evidence we have collected and our discussions with Local Service Board partners have indicated that it has had mixed success in doing this, we discuss this view further in the following paragraphs.

The Local Service Board has demonstrated its effectiveness in strategic planning.

The One Swansea Plan has been a useful tool to raise the profile of the Local Service Board's priorities for Swansea. In particular, examples provided to us by health representatives included: raising the profile of early years and premature mortality and contributory factors like smoking cessation; the profile of older people and premature mortality; the tobacco action plan, the benefits of exercise and early years programme under Healthy Cities is gaining momentum; and support from the cabinet lead as a champion has been excellent in reducing premature mortality and increasing prevention aspects of older people's independence. Health representatives told us that the Local Service Board has been able to disseminate a wider understanding of the Healthy City initiative and this is attributed to the partnership working that it has facilitated.

In terms of the Older People's Independence priority, the development of the Ageing Well Plan as the over-arching strategy for multi-agency work is a positive outcome which has strengthened the partnership working in this area, and the development of the five work streams has provided a clear strategic focus. However, we suggest that wider promotion of the Plan should take place, including a report to Council, following its agreement by Cabinet in November 2015. We believe that this will help to highlight the work of the Local Service Board.

We have found that the Local Service Board is less effective at monitoring outcomes.

We have been provided with some evidence of on the ground work where the Local Service Board has built on existing strategic developments such as making Swansea a Dementia Supportive City – for example as a result police officers are now fully aware of the issues and have now received dementia awareness training. The Local Service Board has also supported the work of Local Area Co-ordinators. However it is not clear to us how important a part it has had in the development of the role. Nevertheless, we were pleased to hear of further collaborative work with the Police in order to look at ways to expand this approach but within existing resources. We feel that this is a positive example of the partnership approach fostered by the Local Service Board.

We have found it difficult to gather information on the effectiveness of outcome monitoring and we were advised the work is on-going to develop qualitative measures in order to more robustly monitor progress on the outcomes for the Older People's Independence priority. As a result we believe that when the annual review of the Ageing Well Plan takes place in July 2016 the scrutiny panel should be consulted as part of the process in order to help us understand how effective the Local Service Board is at monitoring outcomes.

The low level of response to the Panel's request for information from Local Service Board partners is disappointing and we hope it is not indicative of the level of their

engagement with review and evaluation generally. We expect that the enhanced statutory role for scrutiny as part of the Well-being and Future Generations Act will encourage a greater level of engagement in the scrutiny process from all partners.

The Public Services Board must ensure that it sets clear tasks with tangible outcomes and a robust monitoring plan. Going forward, regular progress reports should be made to the scrutiny panel, so that we can develop an active role in performance monitoring. We recognise that developing meaningful, robust outcomes is not an easy task therefore we would be prepared to assist and be consulted on the development of any performance monitoring framework.

We are concerned by the failure of the Local Service Board to agree pooled funding for activities.

Pooled funding is a key area which will demonstrate the commitment of partners to achieving the outcomes; therefore we consider that a lack of funding commitment shows a lack of commitment to the partnership working process. We were advised that work is on-going to try to address this issue, both in terms of small contributions to administrative costs and pooled funding to work on objectives. Going forward we recommend that addressing the issue of pooled funding should be a priority for the Public Services Board. Partners need have shared and clearly defined outcomes, objectives and strategies that enable them to sign up to a clear formal agreement, which sets out the activities to be delivered via the pool. Therefore it will be important for the Public Services Board to gain an understanding what partners feel are the barriers to this.

We believe that work needs to be done to develop a wide understanding of the Public Services Board's purpose and role.

Positive steps have been taken to improve the transparency and accountability of the Local Service Board by opening its meetings to the public and publishing its agendas and minutes on-line. However, we were unable to establish evidence to show how well individual organisations are cascading information about the work of the Local Service Board internally. The work of the new Public Services Board will be more effective if staff are aware of its aims, objectives and outcomes.

We believe that communications plan needs to be established for all partners of the Public Services Board to ensure that its work, objectives and outcomes are widely understood within all organisations. All partners need to report regularly on the efforts they are making to ensure this information is disseminated.

Recommendations

Following the discussions and evidence gathered by the Panel to date, we have made the following recommendations which we intend to assist the development of the Public Services Board. Some relate specifically to the Older People's Independence Priority and some relate to the development of the Public Services Board:

Older People's Independence Priority

- a) Ensure wider reporting of the Ageing Well Plan, including a report to Council, in order to highlight the successful partnership approach.
- b) Consult with the scrutiny panel as part of the review of the Ageing Well Plan (due July 2016).

Public Services Board

- c) The Public Services Board needs to clearly state how it will address the issue of pooled funding to tackle priorities.
- d) Clear arrangements need to be put in place to monitor the outcomes of the Public Services Board's work.
- e) Consult with the scrutiny panel about the format of future performance monitoring reports for the work of the Public Services Board and ensure that the panel receives regular performance monitoring reports.
- f) Develop a communications plan for all partners of the Public Services Board to ensure that its work, objectives and outcomes are widely understood within all organisations. Ensure that all partners report regularly on the efforts they are making to disseminate this information.

Next steps

Whilst we are now happy to conclude our work looking at the Older People's Independence priority, we plan to meet with Councillor Jane Harris (Cabinet Member for Adults & Vulnerable People). This is because her portfolio covers the issue of Older People's Independence and she also sits on the Local Service Board, therefore we feel our work would be incomplete if we did not take the opportunity to discuss our findings with her and to gather her views on the effectiveness of the Local Service Board.

Aside from this, going forward, our main focus will be to monitor the development of the Public Services Board and to develop the role of scrutiny within this. We also plan to address the issue of our own membership in order to ensure that we reflect the new make-up of the Public Services Board.

Your response

In your response we would appreciate your comments on any of the issues raised in this letter. We would be grateful however if you could specifically refer to the recommendations outlined above. As part of our work plan for 2016/17 we plan to review progress on the recommendations we have made.

Please could you provide your response by 21st April 2016.

Yours sincerely,

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

Councillor Mary Jones
Convener, Local Service Board Scrutiny Performance Panel
✉ cllr.mary.jones@swansea.gov.uk



CITY AND COUNTY OF SWANSEA
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Councillor Mary Jones
Convenor, Local Service Board Scrutiny
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14 April 2016

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I dderbyn yr wybodaeth hon mewn fformat arall, cysylltwch â'r person uchod.**

Dear Councillor Jones

Local Service Board Scrutiny Performance Panel – 22 February 2016

Thank you for your letter dated 30 March 2016.

I am grateful for the work that the Panel has done on the effectiveness of the Local Service Board and have read your findings with interest. Partnership working is often challenging and it is useful to hear an independent perspective on what is working well and what is not. Of course I recognise many of the issues raised as they were discussed at the meeting I attended and raised in my previous letter to you.

In terms of your four recommendations for the Public Services Board my own view is that they should be adopted by the Board going forward. However, this should of course be a matter for the Public Services Board itself and, as you know, it has not yet met. I will therefore place your letter on the first available agenda so that these recommendations can be fully considered and discussed. The outcome of this will be reported back to scrutiny.

In respect of your recommendations about the Ageing Well Partnership Plan, again, I am happy to support these in principle. This is of course within the portfolio of Councillor Jane Harris so I will ask her to discuss the details of these recommendations with you when she attends the Panel.

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
LEADER / ARWEINYDD

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- 2 -

Finally, I was also disappointed to hear about the difficulty you had in getting responses from LSB partners. I can give you my reassurance that Council representatives on the PSB will be stressing the value and importance of scrutiny going forward. I expect that the statutory status of scrutiny for the PSB will further strengthen its influence.

Yours sincerely

COUNCILLOR ROB STEWART
LEADER & CABINET MEMBER FOR FINANCE & STRATEGY

COUNCILLOR/Y CYNGHORYDD
ROB STEWART
LEADER / ARWEINYDD

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FOR INFORMATION

This report provides the Audit Committee work plan to May 2016, and draft work plan for 2016/17.

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 Audit Committee attended the Scrutiny Programme Committee on 9 November.

The Chair of the Scrutiny Programme Committee attended the Audit Committee on 15 December.

Arrangements for further engagement in the new municipal year will be made.

Report of the Head of Finance & Delivery

Audit Committee – 19 April 2016

AUDIT COMMITTEE – WORKPLAN

Purpose:	This report details the Audit Committee Workplan to May 2016.
Report Author:	Paul Beynon
Finance Officer:	Paul Beynon
Legal Officer:	Sharon Heys
Access to Services Officer:	Sherill Hopkins

FOR INFORMATION

1. Introduction

- 1.1 The Audit Committee's Workplan to May 2016 is attached in Appendix 1 for information
- 1.2 A draft Workplan for the following year is also attached in Appendix 2

2. Equality and Engagement Implications

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

3. Financial Implications

- 3.1 There are no financial implications associated with this report.

4. Legal Implications

- 4.1 There are no legal implications associated with this report

Background Papers: None

Appendix 1 – Audit Committee Workplan 2015/16

Appendix 2 – Draft Audit Committee Workplan 2016/17

AUDIT COMMITTEE WORKPLAN 2015/16

Date of Meeting	Reports
19 April 2016	WLGA Peer Review – Progress Update Wales Audit Office - Annual Plan 2016 Internal Audit Charter 2016/17 Internal Audit Annual Plan 2016/17 Draft Audit Committee Annual Report 2015/16 Scrutiny Work Programme 2015/16 Chair's Letters Corporate Fraud Team Investigation Report

DRAFT AUDIT COMMITTEE WORKPLAN 2016/17

Date of Meeting	Reports
14 June 2016	Audit Committee - Training
June 2016	Corporate Governance Review Report Section 106 Planning Obligations – Update YGG Lon Las Draft Response to Cabinet Internal Audit Monitoring Report Q4 2015/16 Risk Management Annual Review 2015/16 Final Audit Committee Annual Report 2015/16
July 2016 – Special Meeting	Draft Statement of Accounts 2015/16 Draft Annual Governance Statement 2015/16
August 2016	Internal Audit Annual Report 2015/16 Corporate Fraud Team Annual Report 2015/16 Annual Report of School Audits 2015/16 Internal Audit Monitoring Report Q1 2016/17 Bad Debt Write Offs - Update
September 2016 – Special Meeting	Audited Statement of Accounts 2015/16 Wales Audit Office ISA 260 Report 2015/16
October 2016	Chair of Scrutiny Programme Committee Head of Commercial Services – Commercialism Strategy Wales Audit Office Performance Audit – Mid Term Report Risk Management Half Yearly Review 2016/17
December 2016	Wales Audit Office Controls Report 2015/16 Wales Audit Office Annual Audit Letter 2015/16 Internal Audit Monitoring Report Q2 2016/17 Recommendations Tracker Report 2014/15
February 2017	Wales Audit Office Performance Audit Update Internal Audit Monitoring Report Q3 2016/17 Internal Audit Plan 2017/18 - Methodology Audit Committee Review of Performance 2016/17
April 2017	Wales Audit Office Annual Plan 2017 Internal Audit Charter 2017/18 Internal Audit Annual Plan 2017/18 Risk Management Annual Review 2016/17 Draft Audit Committee Annual Report 2016/17