



Dinas a Sir Abertawe

Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

Pwyllgor Rhaglen Chraffu

Lleoliad: Siambr y Cyngor, Neuadd y Ddinas, Abertawe

Dyddiad: Dydd Llun, 9 Medi 2019

Amser: 4.30 pm

Cadeirydd: Y Cynghorydd Mary Jones

Aelodaeth:

Cynghorwyr: C Anderson, M Durke, E W Fitzgerald, L S Gibbard, J A Hale, D W Helliwell, T J Hennegan, P K Jones, E T Kirchner, W G Lewis, G J Tanner a/ac W G Thomas

Aelodau Cyfetholedig Statudol: D Anderson-Thomas, J Meredith a/ac A Roberts

Cynghorwyr sy'n Aelodau Cyfetholedig: P M Black, C A Holley, P R Hood-Williams, L R Jones a/ac J W Jones

Gweddarlledu: Gellir ffilmio'r cyfarfod hwn i'w ddarlledu'n fyw neu'n ddiweddarach drwy wefan y cyngor. Drwy fynd i mewn i Siambr y Cyngor, rydych yn cytuno i gael eich ffilmio ac i'r delweddau a'r recordiadau sain hynny gael eu defnyddio at ddibenion gweddarlledu a/neu hyfforddiant o bosib.

Agenda

Rhif y Dudalen.

- 1 Ymddiheuriadau am Absenoldeb.**
- 2 Datgeliadau o Fuddiannau Personol a Rhagfarnol.**
www.abertawe.gov.uk/DatgeluCysylltiadau
- 3 Gwahardd Pleidleisiau Chwip a Datgan Chwipiau'r Pleidiau.**
- 4 Cofnodion.** **1 - 5**
Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod blaenorol.
- 5 Cwestiynau Gan y Cyhoedd.**
Rhaid i'r cwestiynau ymwneud â materion ar ran agored agenda'r cyfarfod, ac ymdrinnir â hwy o fewn 10 munud.
- 6 Sesiwn Holi Aelod y Cabinet: Aelod y Cabinet - Cartrefi ac Ynni (y Cynghorydd Andrea Lewis).** **6 - 29**

7	Craffu Cyn Penderfynu: Diweddaru System Cynllunio Adnoddau Menter.	30 - 46
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	b) Ystyried Adroddiad y Cabinet a Chwestiynau	
	c) Barn y pwyllgor i'r Cabinet	
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	b) Cyfleoedd Craffu Cyn Penderfynu.	
	c) Cynnydd gyda Phaneli a Gweithgorau Craffu	
11	Llythyrau Craffu.	83 - 94
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Cyfarfod nesaf: Dydd Llun, 14 Hydref 2019 ar 4.30 pm

Huw Evans

Huw Evans

Pennaeth Gwasanaethau Democrataidd

Dydd Mawrth, 3 Medi 2019

Cyswllt: Y Gwasanaethau Democrataidd Ffôn (01792) 636923

Agenda Item 4



City and County of Swansea

Minutes of the **Scrutiny Programme Committee**

Council Chamber - Guildhall, Swansea

Monday, 12 August 2019 at 4.30 pm

Present: Councillor M H Jones (Chair) Presided

Councillor(s)

C Anderson
P K Jones
G J Tanner

Councillor(s)

D W Helliwell
E T Kirchner

Councillor(s)

T J Hennegan
W G Lewis

Statutory Co-opted Member(s)

D Anderson-Thomas A Roberts

Councillor Co-opted Member(s)

P R Hood-Williams L R Jones J W Jones

Also Present

Councillor Clive Lloyd Deputy Leader / Cabinet Member for Business
Transformation & Performance

Officer(s)

Kate Jones Democratic Services Officer
Brij Madahar Scrutiny Team Leader
Debbie Smith Deputy Chief Legal Officer

Apologies for Absence

Councillor(s): M Durke, E W Fitzgerald, L S Gibbard, J A Hale and W G Thomas
Councillor Co-opted Members: P M Black and C A Holley

30 Disclosures of Personal & Prejudicial Interest.

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

31 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.

32 Minutes.

Resolved that the Minutes of the Scrutiny Programme Committee held on 8 July 2019 be approved and signed as correct records, subject to apologies being noted for Councillor Paxton Hood-Williams.

The Deputy Chief Legal Officer provided an update on minute 23 regarding funding for 'Faith in Families'. She reported that funding had been extended until the end of December 2019. Work was ongoing to trying to source continued funding.

33 Public Question Time.

The Committee heard from Mr Perrott who raised a number of questions relating to the Cabinet Member Q & A Session with Councillor Clive Lloyd in respect of progress with the Universal Review of Council land and potential areas of land for disposal. This matter had been referred to in correspondence between the Committee and Cabinet Member following the previous Q & A Session.

Questions focussed on the following: -

- Date of the Universal Review and whether this is accessible to the public?
- How much surplus land in acres was identified in 2016/2017, 2017/2018 and 2018/2019?
- The efforts that have been made to market surplus land?
- What percentage of surplus land that had been sold and amount remaining?

The Deputy Leader provided an update on the Universal Review and would provide a full response in writing to the member of the public. The Deputy Leader also highlighted that revenue was also being generated from acquisitions / investments.

Resolved that a full response would be provided in writing.

34 Cabinet Member Question Session: Cabinet Member for Business Transformation & Performance. (Councillor Clive Lloyd)

The Deputy Leader / Cabinet Member for Business Transformation & Performance presented a report on the key headlines of his portfolio.

A verbal address was provided further to the written report circulated. He highlighted that he had taken on lead responsibility for Community Safety. He also referred to Swansea Council taking over the chairing of the Public Services Board (PSB) following Andrew Davies stepping down from his role as Chair of the Local Health Board. Councillor Lloyd confirmed that he has been tasked by the Leader to Chair the PSB (having been vice-chair last year) and highlighted that there would now be an over-arching link between the PSB and Community Safety. He also provided an update on the issues relating to High Street and the Critical Incident Task & Group that has been set up to ensure there is strategic oversight in addressing the issues. In contrast to recent negative press reports he informed the Committee that High Street had been nominated / shortlisted for a national award for best High Street in the UK.

Questions and discussions with the Cabinet Member focussed on the following: -

- Pension fund - the reductions and timescales for reducing investment into fossil fuels; progress on investment into low-carbon investment funds and need to assess alternative investments – noted that all businesses carry some carbon footprint
- Progress on measuring, monitoring and assessing performance for the new Council Objective on Natural Resources and Biodiversity
- Commissioning Reviews – costs and benefits
- Community Safety – Safer Swansea Partnership; National Serious Violence Strategy; High Street; CCTV review; Safety of Children around schools – reference to Swansea Pupils Voice forum and engagement with young people for tackling issues
- Agile Working
- Strategic Estates & Property Management - progress with Public Interest Notices on Seafront Development (West Cross Inn site now removed following public feedback);
- Singleton Park Working Group (Committee assured no progress would be made on the Home Farm Site before the Group had been established and had provided its findings); low rate borrowing has enabled the Council to borrow for acquisitions / investments that will generate significant returns.
- Financial Services – delivery of Minimum Revenue Provision Policy Statement Review and Borrowing – short, medium and long term effects
- Loss of community banking services

Resolved that the Chair of the Scrutiny Programme Committee write to the Cabinet Member reflecting the discussions and sharing the views of the Committee.

35 Scrutiny Performance Panel Progress Report: Service Improvement & Finance. (Councillor Chris Holley, Convener)

In the absence of the Convenor, Councillor Chris Holley, the Service Improvement & Finance Performance Panel update was noted.

36 Membership of Scrutiny Panels and Working Groups.

The Chair presented a report on the Membership of Scrutiny Panels and Working Groups.

The Chair noted a request had been received from Councillor Philip Downing to join the Development & Regeneration Performance Panel. This would take the number of members to 16 and it was noted that no further members would be added given the size of the Panel. The Committee noted the re-appointment of Councillor Jeff Jones as Convener of this Panel.

The Chair addressed the Committee to agree membership and appoint Conveners for the new Inquiry Panel and Working Groups, based on expressions of interest received.

In respect of the Brexit Scrutiny Working Group Councillor Mary Jones and Councillor Peter Jones addressed the Committee in support of their interest to act as Convenor which resulted in a vote to appointed Convenor.

Brexit Scrutiny Working Group – Three expressions of interest had been received. Councillor Chris Holley was withdrawn as newly appointed Convenor of the Procurement Scrutiny Inquiry Panel – Councillor Mary Jones and Councillor Peter Jones addressed the Committee in support of their interest to act as Convenor – following a vote Councillor Peter Jones was appointed as Convenor.

Resolved that:

- 1) Development & Regeneration Performance Panel – add Councillor Philip Downing;
- 2) The proposed membership of the new Procurement Scrutiny Inquiry Panel be approved as outlined in Appendix 1 of the report;
- 3) The proposed membership of the new scrutiny working groups on Brexit, Staff Health & Well-being and Road Safety be approved as outlined in Appendix 1 of the report, with Councillor Terry Hennegan also being added to the Road Safety Working Group;
- 4) Councillor Chris Holley be appointed Convenor of the Procurement Scrutiny Inquiry Panel;
- 5) Councillor Peter Jones be appointed Convenor of the Brexit Scrutiny Working Group;
- 6) Councillor Cyril Anderson be appointed as Convenor of the Staff Health & Well-being Scrutiny Working Group; and
- 7) Councillor Steve Gallagher be invited to act as Convenor of the Road Safety Working Group.

37 Scrutiny Work Programme 2019/20.

The Chair presented the Scrutiny Work Programme for 2019/20.

She reported that a public request for scrutiny had been received relating to concerns about nuisance from seagulls and anti-social behaviour of people feeding the gulls within communities and urban areas, and asking the Council to take action.

She also referred to the Cabinet Member Question Session for the next Scrutiny Programme Committee, which would be with the Cabinet Member for Homes & Energy, and invited discussion on the key topics of focus for that session. The Committee identified a number of areas that they wished to explore with the Cabinet Member: -

- Housing Commissioning Review progress
- Homelessness – Strategy / Action Plan progress
- Housing Voids / Empty Properties
- Council House Management
- Green Energy
- Green Transport

Resolved that the public request for scrutiny be included in the work programme and referred to the new Natural Environment Scrutiny Performance Panel to deal with.

38 Scrutiny Letters.

The Chair presented the Scrutiny Letters Log.

The log and letters were noted.

39 Audit Committee Work Plan (For Information).

The Work Plan for the Audit Committee was provided for information.

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

The dates and times of upcoming Panel / Working Group meetings were provided for information.

The meeting ended at 6.00 pm

Chair



Report of the Cabinet Member for Homes and Energy

Scrutiny Programme Committee – 9th September 2019

Key Headlines: Cabinet Member for Homes and Energy

Purpose: This report outlines notable activities and achievements in terms of ensuring the delivery of key priorities within the Homes and Energy portfolio. It describes key activities within the portfolio and how they are implemented in line with the Well-being of Future Generations Act. The report also identifies objectives, key challenges and decisions which are anticipated for Cabinet over the next 12 months.

Report Author: Peter Williams

Finance Officer: Paul Cridland

Legal Officer: Lyndsay Thomas

Equality Officer: Catherine Window

For Information

1.0 The Portfolio for Energy and Homes

1.1 Key responsibilities within the portfolio include;

- Building Services
- Cooperative Housing
- Council House Management
- Council House Repairs
- District Heating Schemes
- Energy Policy including Generation & Supply
- Green Energy Infrastructure
- Green Fleet Transport & Green Vehicle Adoption
- Homelessness & Supporting People
- Homes as Power Stations (City Deal)
- Housing Adaptions & Renewal Schemes

- Housing Policy, Affordable Housing & Housing Options
- Landlord Licensing
- Lead Elements of Sustainable Swansea
- More Homes Delivery
- Poverty Reduction
- Sheltered Housing
- Tenancy Enforcement
- Welsh Housing Quality Standard (WHQS)

1.2 This report highlights the progress made in relation to key priorities within the portfolio including energy, new council housing, the management of existing housing stock, wider housing policy and homelessness/supporting people and other notable achievements. The report also considers the impact of the Well-being of Future Generations Act (Wales) 2015 and Swansea's PSB on the delivery of key activities within this portfolio.

2.0 Energy

2.1 Swansea Council declared a Climate Emergency on 29 June 2019, this recognised the importance of energy related and other actions taken to date in reducing carbon emissions, enhancing biodiversity, and securing a prosperous, low-carbon economy for our region. It also acknowledged the importance of working with expert partners to identify how we can build on these actions moving forward.

2.2 Implementation of key elements of the Energy Strategy are ongoing, this includes exploring the potential for a solar farm, a refit programme of energy efficiency measures and the centralisation of Council's utility budgets. It is anticipated that a business case for a solar farm will be presented by year end.

2.3 Green Energy Infrastructure work has included supporting work towards a world leading Tidal Lagoon and community energy schemes such as SCEES. SCEES is a scheme facilitated by the Council but set up as a separate entity, where revenue generated by the scheme is put back into community based projects. The Council has also procured a contract to utilise Energy Company Obligation (ECO and Eco-flex) as well as other subsidies to fund energy efficiency measures for both public and private sector housing as well as kick start new schemes.

3.0 Green Fleet Transport & Green Vehicle Adoption

3.1 Swansea Council has Wales's largest public sector electric vehicle fleet. This achievement has been recognised with the 'Green Fleet Public Sector Fleet of the Year' Award. This year saw the adoption of the Council's Green Fleet Policy with annual targets and a link to the Business Travel Review. This policy specifically links to the Well-being of Future Generations Act.

- 3.2 The Council collaborates with regional partners via Swansea Bay Ultra Low Emissions Vehicle Group, in addition to engagement exploring hydrogen vehicles has taken place with Riversimple and Swansea University. The Council has also supported an annual Clean Air Roadshow and engaged local businesses and partners by hosting the first Green Fleet Wales event in Swansea this year. To achieve an integrated approach, the Council works with others nationally to urge Welsh Government to develop an electric car charging infrastructure.
- 3.3 Scheduled vehicle renewals for 2019/20 include 30 cars and vans to be replaced by full or hybrid electric vehicles in line with our Green Fleet Policy. Focus on Corporate Fleet charge-point infrastructure funding remains a priority.
- 3.4 Swansea Council has recently been successful with an award of £89,000 WG funding from the Local Transport Fund for the provision of publically accessible, electric vehicle charge points in a number of Council-owned parking interchanges across Swansea. It is anticipated that each site will have a dual headed 7kW 'fast' charger installed.

4.0 More Homes and Homes as Power Stations

- 4.1 The Colliers Way phase 1 scheme has been highly commended at Municipal Journal awards and was a finalist at the 'Constructing Excellence Wales' awards. The Housing Revenue Account Development Plan was approved by Cabinet in February 2019. The bid for Innovative Housing Programme 2 (IHP) 2 funding was successful and will result in 16 new build homes at Parc yr Helyg and 18 at Colliers Way phase 2 being developed as through the City Deal Homes as Power Stations (HAPS) strand. A bid has been submitted to Welsh Government for IHP 3 funding for 25 new homes at Hillview and Beaconsview, Clase.
- 4.2 Recent progress includes an Integrated Care Fund (ICF) bid submitted for 2 adapted homes in West Cross, ongoing acquisitions (3 acquired, 10 properties in negotiation) and a retrofit 'HAPS' pilot of 6 bungalows in Craig Cefn Parc in partnership with the Welsh School of Architecture (WSA) to transform them into highly energy efficient modern homes creating sustainable energy savings for tenants. In addition, the Affordable Housing Grant has been fully committed for 2018/19 & 19/20, totalling £2.8m.
- 4.3 A Prior Information Notice (PIN) has been issued, to look at options for a Joint Venture/development partner/s to deliver new mixed tenure housing on Housing Revenue Account (HRA) land, which has attracted 36 responses. The next steps will involve a report being submitted to Cabinet in the Autumn.

- 4.4 A brief has been prepared which identifies the Council's requirements to appoint external consultants to assist the Council in the development of a masterplan for the refurbishment, redesign or redevelopment of the Tudno Place and Heol Emrys Estate which will be a co-production site working closely with local residents and Ward members.

5.0 Council House Management

- 5.1 A recent Wales Audit Office (WAO) report looked at the Council's arrangements to meet the Welsh Housing Quality Standard (WHQS) and how it engages with tenants. Overall the findings of the audit were really positive and the WAO confirmed that the Council has a sound approach to meeting the WHQS by December 2020. They also highlighted that most tenants were satisfied with the quality of improvement works and with the housing service they receive. The WAO published a report on the findings and an action plan has been put in place to address the recommendations they raised. One area the WAO wanted to see improvements on was how progress on WHQS is reported to stakeholders. This is being addressed via reports to Cabinet/Council, with regular updates to tenant groups and improved information on the website.
- 5.2 The Wales Audit Office report also highlighted that working towards WHQS has impacted on re-let times and recommended that work continues to reduce this. Housing and Building Services are jointly working on this by reviewing void processes and meeting more regularly in relation to voids undergoing major improvements.
- 5.3 At the end of 2018/19 the total number of void properties was 196. During the first quarter of 2019/20 they have remained low with the number of end of tenancies generally slowing down.
- 5.4 Preparatory work for the implementation of the Renting Homes Act has commenced.

6.0 Tenancy Enforcement

- 6.1 The key areas of tenancy enforcement relate to breaches of tenancy conditions. The most prevalent breaches are:
- Anti-social behaviour - addressed by working in close collaboration with front line partners including the Police, the Tenancy Support Unit, drugs agencies/Community Mental Health Teams and Youth Offending Teams
 - Rent arrears & recovery - working with partners such as the Department of Work and Pensions and Poverty and Prevention (Employability/Welfare Rights/Supporting People) to tackle poverty and help sustain tenancies.

- 6.2 Preventative and remedial activities include;
- discussions of anti-social behaviour at the Estate Management Tenants Consultative Panel
 - the provision of information for tenants in relation to welfare reform, (specifically Universal Credit), via the tenants magazine 'Open House'
 - Support for the victims of: Violence against Women, Domestic Abuse and Sexual Violence.
- 6.3 The challenges in the year ahead will be:
- The implementation of the Renting Homes Act, which will change tenancies to occupation contracts that will be standardised across the whole of the rented sector in Wales. A commencement date has yet to be announced and formal consultation is not yet completed. However initial preparations around the new occupation contracts are underway
 - Delivering a Rents Strategy - tenant consultation will be included in its preparation
 - Finalising a bespoke Housing service procedure in regard to VAWDASV (Violence Against Women, Domestic Abuse and Sexual Violence) and to cascade its principles across all teams
 - Updating the current anti-social behaviour guidelines for Housing staff.
- 6.4 Supporting tenants to live in a cohesive way with their neighbours is central to the way anti-social behaviour (on Council estates) is dealt with. This includes working in partnership with other agencies.

In relation to rent arrears, the service is focussed on protecting the social and economic interest of tenants, offering support and advice in relation to managing rent account debt, including money and debt advice and taking proportionate enforcement action depending on individual circumstances.

7.0 Welsh Quality Housing Standard (WHQS)

- 7.1 The delivery of this year's £43m capital programme has continued during the financial year 2018/19. This has increased the number of houses meeting full WHQS criteria by 2,000 properties this year.
- 7.2 Plans are in place to continue progress towards achieving the WHQS during 2019/20. This includes plans to:
- Increase the number of new kitchens and bathrooms installed and accelerate the external facilities programme.
 - Increase the number of compliant properties by a further 3,000 properties.
 - Implement recommendations made in the WAO Report to improve services to tenants and reporting compliance progress to Council

- Complete and introduce a new Interim Council Housing Repair Policy.
- Start research and development to scope the implication of introducing a Decarbonisation Policy and Strategy to inform future work programmes between 2021 to 2030. In addition, research will be undertaken to explore the possibility of introducing housing led regeneration projects in certain areas.

8.0 Housing Adaptions & Renewals

- 8.1 A robust performance management system is in place to ensure waiting times for adaptations are monitored and kept to a minimum. Waiting times are measured from initial customer contact to completion of works
- 8.2 The result of a review of the DFG process was completed and a number of changes aimed at reducing waiting times was implemented. This included, for example, a telephone based initial enquiry and screening process. This has helped ensure DFGs are offered within statutory timescales.
- 8.3 Waiting times were reduced in 2018/19 for Disabled Facilities Grants to 235 days, compared to 340 days in 2015-16. In total, 367 Disabled Facilities Grants, 543 Council House Adaptations and 734 Minor Adaptation Grants were delivered. Future plans aim to further reduce waiting times and introduce best practice from the Welsh Audit Office Review.
- 8.4 The provision of loan assistance is made available to bring empty properties back into use. By the end of 2018/19, **60** empty properties had received Welsh Government funded Landlord loans, creating 104 units of accommodation. We aim to continue the provision of loan assistance to help owners bring empty properties back into use, using recycled funds from repayment of previous landlord loan funds.
- 8.5 A successful Arbed am Byth energy efficiency improvement scheme bid was made for the Sandfields area. The scheme was delivered by Welsh Government project managers and completed in June 2019. Future meetings are arranged with Arbed am Byth project managers to identify further suitable areas to submit bids for energy efficiency funding within the 3 year programme.
- 8.6 Completion of the remaining External Wall Insulation and External Repairs scheme for the Sandfields Renewal Area.

9.0 Sheltered Housing

- 9.1 Activity has included continued improvements to complexes, in particular updating fire safety measures such as the installation of sprinkler systems and a system which enables tenants to check the functionality of their smoke/fire alarms.
- 9.2 Quarterly meetings are held with sheltered tenants to discuss the service and consult on issues. The service continues to review the staffing structure as and when vacancies arise. A non-residential warden post was introduced in response to Supporting People requirements to move towards tenure neutrality. This has proved successful with older residents in the wider community benefiting from short term housing related support.
- 9.3 This year has seen the extension of the weekend/bank holiday visiting service provision, until December 2019. The main purpose of this service is prevention and early intervention. It is delivered by an external agency, offering reassurance and support to vulnerable sheltered housing tenants at weekends and bank holidays. Post December 2019 the service will be re-tendered for a further 12 months with an option to extend for a further 24 months.
- 9.4 A recent energy efficiency pilot in respect of boilers at Hafan Glyd will be evaluated and extended across other schemes if appropriate.

Other future challenges include a review of the payment of TV licences in light of BBC's announcement regarding the over 75's and concessionary licences.

Hard wired alarm systems will need to be upgraded in coming years as we move towards digitalisation of this technology.

10.0 Affordable Housing

- 10.1 Following adoption of the Local Development Plan (LDP) in February 2019, the Council has an up to date, evidenced based policy position (Policy H 3), which requires all residential development proposals for 5 or more dwellings (or 2 or more dwellings in the case of Gower/Gower Fringe Areas) to provide affordable housing on the site at the following percentages:

Strategic Housing Policy Zone	Target Percentage
West	35%
Central	20%
Greater North West	15%
East	10%
North	10%
Gower and Gower Fringe	50%

- 10.2 In certain developments, where there are fewer constraints or requirements, a higher percentage than that stated in the policy may be sought in exceptional circumstances. Conversely, where the Council is satisfied that financial viability at the target percentages cannot be achieved and/or Section 106 agreement costs are particularly high, the affordable housing percentage agreed for a proposal may be lower than the target percentages stated in the policy. In such circumstances the Council will work collaboratively with developers to agree an appropriate proportion of on-site affordable housing provision for individual schemes.
- 10.3 In addition, the LDP includes a policy (Policy H 5) that allocates suitable sites on the edge of rural and semi-rural locations in the Gower, Gower Fringe and West of Swansea to deliver affordable homes for local people. The policy requires these sites to deliver a minimum of 51% affordable homes for local people with the range and type of homes tailored to meet the evidence of local need. This policy is an innovative, evidenced based and pragmatic response to an historic problem of under provision using previous policy approaches. The progress of development proposals through planning application stage on these allocated sites (despite early suggestions from objectors that such an approach would be unviable) demonstrates the effectiveness of the policy. It is a transferable approach to other Authorities that may have similar issues with providing affordable housing in rural areas, and this has been recognised by Welsh Government. The Minister for Housing and Local Government has issued (July 2019) a letter to all Councils in Wales requiring them to implement similar affordable housing led sites through their LDPs.

- 10.4 The LDP has been subject to extensive public engagement over many years of formulation, and subject to a process of independent scrutiny through an Examination in Public.
- 10.5 Moving forward there will be close monitoring of the LDP's Affordable Housing policies (H3 and H5) to record the delivery of sites. There will also be close working with relevant developers and site promoters to ensure appropriate proposals are brought forward at the planning application stage to assist in the delivery of these sites. This will require negotiation and ongoing analysis of matters such as development viability and assessment of individual site constraints/opportunities.
- 10.6 The Council fully spent its Social Housing Grant (SHG) allocation of £10.5m and its Housing Finance Grant (HFG) allocation of £2.5m in 2018/19. In addition, the Council was offered the opportunity by Welsh Government to apply for additional funds on top of the above allocated sums, which led to an additional spend of £1m SHG within 2018/19.
- 10.7 The Affordable Housing Grant (AHG) was fully committed for 2018/19 & 2019/20, for a total of £2.8m. 243 affordable housing units were delivered in 2018/19.
- 10.8 Moving forward we aim to monitor delivery of the 2019/20 £5.6m Social Housing Grant Programme and the £1.2m Housing Finance Grant II Scheme to ensure schemes are put in place which encourage sustainable social and economic growth within communities. We will continue to maximise the delivery of affordable homes to ensure access to housing for all, in attractive, viable, safe and well-connected communities.

11.0 Rent Smart Wales

- 11.1 Work on mandatory registration for landlords of private rented accommodation and licensing of self-managing landlords and letting and managing agents is led by the single licensing authority for Wales, Rent Smart Wales (RSW) with enforcement powers for some aspects of the legislation shared with local authorities. The aim has been to increase the knowledge and professionalism of landlords and agents and to have a better understanding of the size of the private rented sector and type of properties. There has been a lot of publicity since the introduction of the new legislation at the end of 2015 and generally, landlords have been compliant. Swansea Council has prosecuted four landlords for failing to comply with the requirements.
- 11.2 The Council has a good working relationship with colleagues at RSW and will be participating in agent audits in the coming months as part of a proactive programme of work across the country. We are also using specifically targeted Welsh Government grant funding in the current financial year to inspect registered properties that we have not been aware of previously and will then use other enforcement powers to improve conditions where appropriate.

12.0 Cooperative Housing

- 12.1 The Council has adopted a Co-operative Housing Policy that sets out a framework for the support of established and grass roots Co-operative groups.
- 12.2 A potential site has been identified and the Council along with the Wales Co-operative Centre, will continue to work and support existing groups.

13.0 Homelessness and Supporting People

- 13.1 A Homelessness Strategy and action plan was agreed in December 2018. The Strategy will be delivered over a 4 year period and was developed through public engagement with service users, consultation with homelessness & supported housing forums and input from the Scrutiny Working Group.
- 13.2 The Homelessness Delivery Group was formed in January 2019 to oversee the action plan, this group is responsible for providing quarterly reports to the Cabinet Member & Head of Service.
- 13.3 Whilst in the early stages of the Strategy, a number of actions have already been completed. In addition, the Housing First Project will start in Autumn 2019. This project will run for a 3 year period and will look to accommodate and support the most entrenched rough sleepers in the City.
- 13.4 Performance targets were also met in relation to prevention of homelessness and time spent for families in in Bed & Breakfast.
- 13.5 The Tenancy Support Unit have continued to provide rapid response and support on demand services and have been able to reduce waiting lists to ensure that the appropriate support is in place much more quickly which in turns helps to prevent homelessness and sustain tenancies.

14.0 Swansea Public Services Board

- 14.1 The Homelessness Strategy's aims and objectives are very much aligned with the outcomes sought by the PSB. For example, the actions within the Strategy will ensure that people live in good quality, safe homes.
- 14.2 Housing is also a theme underpinning the Local Well-being Plan's four Local Well-being objectives. For example, the Estate Management Strategy aims to provide children with access to safe play space in their local area, ensure households feel safe in their local area, looks to enhance green infrastructure, reduce waste, recycle more and work to reduce anti-social behaviour to build stronger communities.

- 14.3 The More Homes Strategy supports the PSB local well-being plan across all four objectives. The strategy sets out the vision to provide good quality, modern, adaptable, low carbon, energy efficient affordable housing in areas of housing need, and working with communities to ensure that developments provide good places to live. We can create safe environments for children to live and play, to provide green infrastructure and build safe and strong communities where residents feel pride and belonging.
- 14.4 The Council's approach to the management of Council house tenancies is to aim to build sustainable communities that are cohesive and strong. The provision of high quality housing will give children and their families the best start in life.
- 14.5 Welsh Government's Housing Adaptations steering group's future objectives include working with Public Services Boards to improve local area partnership by public services delivering housing adaptations.
- 14.6 Energy reduction actions feed directly in to the Working with Nature Objective and its climate change/decarbonisation elements.

15.0 Sustainable Swansea

- 15.1 A Housing Commissioning review has been undertaken to look at how we can work differently to deliver efficient, modern services, which are sustainable, meet future needs and contribute to the Council's Transformation and Future Council development objective. The findings have illustrated the vast majority of functions delivered are statutory, frontline and/or provide a significant preventive and supporting role which have a direct impact on individuals and communities. Investment in housing also has a major economic impact locally with £498m being invested in meeting the WHQS by December 2020.
- 15.2 The review findings have recently been considered by Scrutiny Programme Committee on 1st August 2019. The next stage is to report the findings to Cabinet in November 2019 followed by a formal tenant consultation period.

16.0 Financial Implications

- 16.1 There are no specific financial Implications arising from this report.

17.0 Legal Implications

- 17.1 There are no legal implications at this time.

18.0 Equalities Implications

- 18.1 There are no equalities implications.

Suggested Topics for Scrutiny

- The Housing Commissioning review.
- When a formal implementation date for the Renting Homes Act is announced, scrutiny around the terms of the new occupation contract may be appropriate.



**To/
Councillor Andrea Lewis
Cabinet Member for Homes &
Energy**

BY EMAIL

cc Cabinet Members

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2018-19/2

11 September 2018

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member following the meeting of the Committee on 13 August 2018. It is about Housing, More Homes Delivery / Affordable Housing, Welsh Housing Quality Standard, Homelessness, Green Transport & Green Vehicle Adoption, and Energy.

Dear Councillor Lewis,

Cabinet Member Question Session – 13 August

Thank you for attending the Scrutiny Programme Committee on 13 August 2018 and answering questions on your work as Cabinet Member for Homes & Energy.

We appreciate you providing a written paper, giving headlines from the portfolio, in support of your appearance. The Q & A session gave us an opportunity to explore priorities and achievements in relation to your areas of responsibility.

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:

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE

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

I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod
To receive this information in alternative format, or in Welsh please contact the above

Housing

Housing Options

The Committee asked whether the introduction of universal credit had affected those renting via registered social landlords or the private rented sector. We were interested in finding out, whether there has been any evidence of reluctance from landlords to accept referrals from Housing Options for rehousing. Regarding registered social landlords you confirmed that in the last year no-one had been refused housing due to Universal Credit / Welfare Reform. We heard that there is a good working relationship with partners, with clear processes and protocols in place working together to help tackle homelessness. Since the meeting we have received your written response concerning the experience with the private rented sector.

Fire Safety

Following up on our discussion last year and the aftermath of the Grenfell Tower, the Committee asked about progress with the installation of sprinkler systems in our existing tower blocks. You confirmed that the sprinkler system retrofit had been finalised in Penlan, with work at Clyne Court in Sketty imminent. We were pleased to hear that 'in-house' staff had been trained resulting in the Authority being able to offer this service to private / external developers. Thank you for providing us with the up-to-date timetable for this programme of works, as requested.

With regard to external cladding, you assured us that rigorous external cladding safety testing had been carried out together with communal door and flat entrance door fire safety testing – all had passed with flying colours.

Housing Commissioning Review

Thank you for sharing a copy of the scoping document for the planned Housing Commissioning Review. We heard that the Commissioning Review would encompass all housing services (including District Housing Offices) to determine the future shape and delivery of a modern and sustainable housing service. You invited comments about the scoping document following the meeting. I am sure individual committee members will provide any thoughts to you. Thank you for providing us with an outline timeline for the Commissioning Review. Councillors will be keen to know about opportunities for engagement in this Review.

More Homes Delivery / Affordable Housing

You highlighted progress made with the delivery of the More Homes project, with the first homes opened at Colliers Way and preparations underway at Parc Yr Helyg.

We noted that in addition to the construction of new homes, the strategy also included the acquisition of existing properties in order to increase the supply of affordable homes. There was a discussion around the meaning of the term 'affordable housing' and achievability. We acknowledged there are many forms of affordable housing e.g. council houses, purchase via shared ownership, low rent or purchase price under market value, etc.

You told us that the Council is also working with partners and the private sector in order to increase the supply of affordable homes, and that following a Land Valuation and Viability Study, a number of sites for partnership development have been identified. You acknowledged comments that were made to you about the need for more affordable homes in other areas of Swansea, such as the North and West of Swansea, including Gower, not just the Eastside. You responded that all Housing Revenue Account land was on the table for development, taking into account Housing Needs Assessments, and subject to the Local Development Plan.

We asked about plans for Tudno Place & Heol Emrys, Penlan. You reported that consultants will be procured in the next six months to develop a masterplan for the area and that a consultation process with local residents was underway about the future of this estate. You indicated that all options for improvement were on the table, including the possibility of demolition and new build instead of refurbishment, however it was still very early in the process. You confirmed that tenants and ward members would be engaged in the consultation.

We noted that under the Welsh Government Houses into Homes and National Home Improvement Loans schemes, 49 empty properties had been brought back into use, creating an additional 85 units of accommodation. Furthermore, you stated that many empty Council owned homes had been brought up to Welsh Housing Quality Standard. We wanted to know the extent to which there were such empty properties in the private sector and how many empty properties remained – we can confirm receipt of your response following the meeting which was emailed to us.

Welsh Housing Quality Standard

We were interested in the authority's progress in achieving the Welsh Government's target standard for social housing by 2020. You highlighted that there has been considerable work to improve our Council homes and that the Capital Programme delivered £47m of investment in 2017/18. We are aware that a review of Swansea's delivery of the Welsh Housing Quality Standard has been undertaken by the Wales Audit Office and we look forward to its findings.

Homelessness

You informed the Committee of the decision-making timetable for the Homelessness Strategy. We noted that it would be going to Cabinet for decision on 15 November (and to Council for information in December) and would be available for pre-decision scrutiny. We are pleased to hear that the review of the Strategy has taken into consideration feedback from the recent Scrutiny Working Group meetings in May / June.

We noted that public consultation on the Strategy will take place during September. The Committee is keen to discuss the Homelessness Strategy at the earliest opportunity and would appreciate your assistance to ensure our input in the process can be more meaningful. We will be in touch with you to discuss arrangements for further scrutiny.

Green Transport and Green Vehicle Adoption

You highlighted that the development of a Green Fleet Policy was on your agenda for the next 12 months. It was important to you to improve air quality in Swansea through efforts such as increasing the number of zero carbon emission vehicles, and improving the infrastructure across the region (e.g. network of charging stations) in order to promote and encourage public use of electric and hydrogen vehicles and increase consumer confidence.

You stated there were now dedicated resources in place to take forward this work at a faster pace, and explore all green transport options, and were working in collaboration with Swansea University and other partners. We heard that the possibility of retro-fitting hydrogen cells in some of our fleet vehicles, such as our refuse vehicles, was being explored to further improve the corporate fleet and improve air quality.

Energy

Energy Services Company (ESCO)

You highlighted the proposed creation by the Council of a local energy services company to address the challenge of high gas and electric charges faced by Swansea residents and businesses, and tackle fuel poverty. You reported that the outcome of a feasibility study and public consultation will determine whether the venture goes ahead. You stated that early indications from consultation were positive. We asked about energy sources, and whether they would be fully renewable energy. We heard that the company might have to commence with fossil fuels with a view to moving to renewable, e.g. solar / wind or a mixture of fossil and renewable energy. You stressed that any decision to move forward would have to be based on a robust business case.

Homes as Power Stations (City Deal project)

We discussed the Homes as Power Stations project, which aims to provide affordable, sustainable and energy efficient homes, through both building new homes and retrofitting existing homes with new technologies. We noted this would enable buildings to generate, store and release energy, and that this project will result in lower energy costs to householders, reduce energy demands from the grid and help tackle fuel poverty. We noted that private homes would be eligible to benefit.

We were particularly interested in the statement in your written report which told us that the project will make a difference to local businesses by kick starting a construction programme worth over £½ billion for an overall City Deal investment of £15 million (3% of the total programme value). It was not clear to us exactly how that figure has been arrived at and would appreciate some clarification.

There was discussion about energy sourcing and you stated that partnership discussions were ongoing with Swansea University in relation to photovoltaic systems and other systems / innovations, including ground source heating.

Swansea Community Energy & Enterprise Scheme (SCEES)

We asked you about the Swansea Community Energy & Enterprise Scheme (SCEES). We understand this is a community-owned renewable energy company, initially established by the Council but now run independently by a group of local directors including yourself, to deliver community projects such as installing solar PV panels on schools. The Committee has observed that the Council's accounts show a purchase of 100,000 shares of SCEES and we asked about the purpose of this share purchase. You confirmed this was an investment in the Scheme, to help develop the Scheme, and would be repaid with interest.

Your Response

In your response we would welcome your comments on any of the issues raised in this letter. Thank you for providing a swift response to outstanding issues identified at the meeting, ahead of our letter to you. There is just one outstanding matter which we would like you to write to us about: Clarification about the figures quoted regarding the impact of the Homes as Power Stations City Deal Project.

Please provide the response to this and any other comments about our letter by 2 October. We will then include both letters in the agenda of the next available Committee meeting.

We will arrange to follow up on portfolio developments and invite you to a future Committee meeting in due course.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'T. Hennegan', written on a light background.

COUNCILLOR TERRY HENNEGAN

Vice-Chair, Scrutiny Programme Committee

✉ cllr.terry.hennegan@swansea.gov.uk

Councillor Terry Hennegan
Vice-Chair – Scrutiny Programme
Committee

BY EMAIL

Please ask for: Councillor Andrea Lewis
Direct Line: 01792 63 7442
E-Mail: cllr.andrea.lewis@swansea.gov.uk
Our Ref: AL/KH
Your Ref:
Date: 27th September 2018

Dear Terry

Thank you for your letter dated 11th September 2018. I am glad you found my written submission of use.

In relation to the Homes as Power Stations issue you raised, I can confirm that £15 M has been allocated from City Deal funding, subject to an acceptable business case being made. The headline figures for the Homes as Power Stations project are summarised below

	2018/19	2019/20	2020/21	2021/22	2022/23	Total
City Deal	£2,000,000	£4,000,000	£5,000,000	£3,750,000	£250,000	£15,000,000
Private	£23,075,000	£47,675,000	£73,050,000	£102,600,000	£129,500,000	£375,900,000
Other programmes	£6,425,000	£14,075,000	£22,200,000	£31,400,000	£45,500,000	£114,600,000
Total	£31,500,000	£65,750,000	£100,250,000	£137,750,000	£170,250,000	£505,500,000

Since I provided you with my written information, there has been an update to report regarding affordable housing provision at a national level. The Welsh Government have launched a review of the affordable housing supply in Wales. The Council has submitted evidence and views from a Swansea perspective to feed into the review.

Enclosed are the previous responses to questions asked at the meeting for the benefit of Committee Members.

Empty Properties

The baseline empty dwellings in the private sector for 1st April 2018 was 1,859 (this does not include categories such as second homes, where the property is owned by a social landlord, or the police, armed forces, university, local authority, church or NHS, commercial properties or properties which have been taken out of banding.)

Timetable for Sprinkler Installation

Jeffrey's court completed May 2018.

Mathew Street 2 blocks will be completed by the middle of October 2018.

Clyne Court 3 blocks will be starting in October 2018 completion by March 2019.

Rheidol Court starting March 2019 completion May 2019.

Griffith John Street 2 blocks starting June 2019 completion November 2019.

Croft Street 2 blocks included within major refurbishment start date tbc but envisaged to be around October 2019.

Housing Commissioning Review

August 2018 – March 2019

Scoping document was considered by Financial services transformation group and Scrutiny in August

Stakeholder engagement - Communication with all staff, Members and trade union commenced in August

Staff focus groups set up and work underway to review service data, identify outcomes for customers etc August - October

Customer engagement taking place during Sept/October (to include specific tenant consultation panels and surveys at District Housing Offices)

Ongoing communication with local ward members via the Area Housing Managers

Aim to report findings to Cabinet before the end of the financial year (which would include pre scrutiny consideration/process)

Aim to implement findings in 2019/20 (however for some services this may vary dependant on the diversity/scale of the implementation etc)

Green Transport and Green Vehicle Adoption

The adoption and implementation of Electric Vehicles (EV) and the associated supporting infrastructure, provides an excellent opportunity for Swansea Council to improve air quality, resulting in improvement to health and allows the authority to support a sustainable transport provision for the City & County of Swansea.

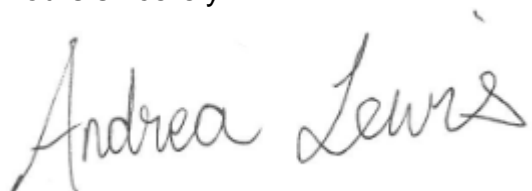
Transportation Officers are engaged in activities to provide Electric Vehicle Charging Infrastructure (EVCi). The preliminary work is focussed on the establishment of a strategy which will form the foundations to direct the Council's preferred strategy for the delivery of this infrastructure in the coming years. Officers are working with their counterparts in the other Local Authorities in South West Wales (Carmarthenshire County Council, Neath Port Talbot County Borough Council and Pembrokeshire County Council) to deliver a strategy which benefits the City Region as a whole and offers continuity in provision across Local Government borders.

It is expected that once the strategy has established the parameters of locations, charging standards and business models, that Officers will begin grant funding applications and tender procedures to deliver the infrastructure in the coming months.

There have been no further developments of note regarding the other subject areas listed in your letter.

If you have any further questions or queries, please let me know.

Yours sincerely

A handwritten signature in cursive script that reads "Andrea Lewis".

COUNCILLOR ANDREA LEWIS
CABINET MEMBER FOR HOMES & ENERGY

Written response from Cabinet Member for Homes & Energy to question about the private rented sector in conjunction with the rollout of Universal Credit.

We work with a large number of private rented sector (PRS) landlords who are willing to accept households claiming benefit but it's fair to say many were concerned about the introduction of the Universal Credit benefit system. Given that it's paid 4 weeks in arrears and the administrative issues there were at the start of the rollout, landlords were clearly anxious about non-payment of rent and increasing rent arrears. We have a dedicated Support Worker allocated to supporting households in PRS accommodation and since December 2017, she reports that the majority of her work centres around addressing issues arising from Universal Credit claims. The system of processing a claim appears to be difficult for vulnerable households to find their way through and therefore it's essential there is assistance to do so.

Unfortunately there are landlords, who we have worked with, who will now accept claimants of Housing Benefit but not Universal Credit. They report a steep rise in rent arrears caused by the payment being made in arrears and direct to the tenant. However given that the intention is that Universal Credit will be rolled out to all households by March 2022, it's a matter that the PRS will have to tackle.

We have specific actions in our Homelessness Strategy to monitor the reasons for loss of rented accommodation, to better understand the drivers behind this cause of homelessness and also to work with DWP, Housing Benefit and Poverty and Prevention Services to identify households at risk of homelessness because of welfare reform.



**To/
Councillor Andrea Lewis
Cabinet Member for Homes &
Energy**

BY EMAIL

cc: Cabinet Members

*Please ask for:
Gofynnwch am:*

*Direct Line:
Llinell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2018-19/6

14 November 2018

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Homes & Energy following the meeting of the Committee on 12 November 2018. It is about a proposed cabinet decision on the Homelessness Strategy and Action Plan 2018-2022.

Dear Councillor Lewis,

**Pre-decision Scrutiny of Cabinet Report:
Homelessness Strategy and Action Plan 2018-2022**

The Scrutiny Programme Committee met on 12 November to consider the report that you are presenting to Cabinet on 15 November, and give a view on the proposed decision.

Homelessness is an issue which has been a big feature of our scrutiny work programme and we thank you and relevant officers for engaging with scrutiny councillors over the last year about services and activities to manage homelessness, performance, challenges and of course the way forward for the next four years.

The Committee was very pleased to see that the final Homelessness Strategy and Action Plan documents, that you are recommending Cabinet to approve, have taken on board views already provided both through the Scrutiny Working Group, which met in May & June, and the Committee's consideration of the consultation draft in early October.

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SWANSEA COUNCIL / CYNGOR ABERTAWE

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

We are very happy to have been able to make a positive contribution and impact on the Strategy. As such, the Committee welcomes the proposed Strategy and Action Plan and its implementation, and well done to all involved in carrying out this important work. Indeed this shows the value of early engagement with scrutiny which we hope Cabinet can facilitate for future decisions that merit scrutiny, so that our input can be more meaningful.

We reviewed the key changes made to the Strategy informed by the consultation process. We found the consultation analysis (Appendix C of your report) to be very clear and helpful in showing how responses from various sources, not just from scrutiny, were considered. Turning to specifics, we particularly welcome:

- Recognition of the United Nations Convention on the Rights of the Child and children's voice, and plan to develop a separate Homelessness Charter for children and young people.
- That timescales for the development of a holistic 'solutions centre' have been revised and are clearer about what will be achieved e.g. the feasibility study will be carried out within a period of six months.
- That there will be an annual Cabinet progress report on the delivery of the Strategy and Action Plan – something that we felt should be accessible to all councillors and the public.

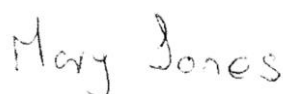
Finally we stressed the importance of engaging with the general public, who see homelessness but may not be sure how best they can help, in order to focus the good will that there is across the city, which will help our efforts as a Council.

Please note that I am unable to attend the Cabinet meeting on Thursday to feedback the Committee's views as contained in this letter. However, the vice-chair, Councillor Terry Hennegan, will attend in my absence.

Your Response

We hope that you find the contents of this letter useful and would welcome any comments however we do not expect you to provide a formal response, unless there is any variation from the recommendations in your report in the decision taken by Cabinet on Thursday.

Yours sincerely,



COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

✉ cllr.mary.jones@swansea.gov.uk

Agenda Item 7



Report of the Chair

Scrutiny Programme Committee – 9 September 2019

Pre-decision Scrutiny – Role of the Committee

Purpose	This report provides guidance on pre-decision scrutiny ahead of consideration of the Cabinet report / proposed Cabinet decision on: a) Enterprise Resource Planning (ERP) System Upgrade
Content	This covering report explains the role of the Committee in undertaking pre-decision scrutiny. The Cabinet report which is planned for consideration by Cabinet on 19 September is appended.
Councillors are being asked to	<ul style="list-style-type: none">• note the pre-decision scrutiny process and role of the Committee• consider the Cabinet report and proposals• agree any views on the proposed decisions that are to be raised with Cabinet
Lead Councillor	Councillor Mary Jones, Chair of Scrutiny Programme Committee
Report Author	Brij Madahar, Scrutiny Team Leader Telephone: 01792 637257 brij.madahar@swansea.gov.uk
Legal Officer	Debbie Smith
Finance Officer	Amanda Thomas

1. Introduction

- 1.1 The Scrutiny Programme Committee will carry out pre-decision scrutiny or delegate to relevant Scrutiny Panels.
- 1.2 The Chair of the Scrutiny Programme Committee agreed that the Committee should consider this proposed decision given the financial implications for the Council in replacing its existing Oracle system, support for which will cease in November 2020.

- 1.3 The report is scheduled for decision by Cabinet on 19 September, and is appended for discussion. Cabinet is being asked to approve the project and its financial implications and add to the capital programme in order to achieve implementation of the ERP system upgrade by November 2020.

2. Role of the Committee

- 2.1 The purpose of pre-decision scrutiny:

- It entitles scrutiny to discuss proposed Cabinet reports, where a clear recommendation(s) exists, before decisions are taken by the Executive.
- Acting as a 'critical friend', it enables scrutiny to ask questions about a report to develop understanding and inform and influence decision-making, for example asking about:
 - the rationale for the report
 - robustness of the proposed decision and decision-making process
 - potential impact and implications (including policy/budget issues, social, economic and environmental impact) and risks
 - how different options have been considered
 - the extent of consultation undertaken
 - implementation and measures of success etc.
- It enables scrutiny to provide a perspective and report its views and any issues to Cabinet. The chair, on behalf of the Committee, can attend the Cabinet meeting to share the views of scrutiny on the report prior to Cabinet decision. This may include giving support, providing other suggestions on the way forward, or flagging up any concerns.
- The views of scrutiny are required to be formally considered by Cabinet before it makes the decision and feedback should be given including explanation for any rejection of views expressed.

- 2.2 The relevant Cabinet Member(s) will attend the meeting along with, relevant officer(s) involved in the development of the report(s) who will be present to assist the Committee and provide appropriate advice.

- 2.3 The Committee (through the chair) will write to the relevant Cabinet Member with its views following pre-decision scrutiny. The chair will have the opportunity to attend the cabinet meeting on 19 September to verbally feedback the Committee's views, conclusions and recommendations about the report.

3. Cabinet Response

- 3.1 Cabinet must formally consider scrutiny views at its meeting. It may decide that any issues raised by scrutiny can be dealt with at the meeting and decision taken. It may decide that more time is needed to consider the views of scrutiny and defer decision to the next (or a special) meeting of Cabinet.
- 3.2 The relevant Cabinet Member is expected to write back to the Committee with feedback from Cabinet, and should include explanation of any rejection of scrutiny views.

4. Legal Implications

- 4.1 In accordance with the Council's Constitution "pre-decision scrutiny gives scrutiny the opportunity to influence Cabinet decision making as a critical friend". "The views of the scrutiny committee are formally presented (either in a written report or verbally by the scrutiny Chair) to the Cabinet meeting for the Cabinet to consider and inform its decision making".

5. Financial Implications

- 5.1 There are no specific financial implications raised by this report. Financial implications of the actual cabinet report(s) are contained within those reports.

Background Papers: None

Appendices:

Appendix 1 – Cabinet Report – Enterprise Resource Planning (ERP) System Upgrade



Report of the Cabinet Member for Business Transformation & Performance

Cabinet – 19th September 2019

Enterprise Resource Planning (ERP) System Upgrade

Purpose:	To approve the Enterprise Resource Planning (ERP) system upgrade and to commit and authorise this project to the capital programme, due to the system becoming unsupported in November 2020.
Policy Framework:	Digital Strategy and Sustainable Swansea - Fit for the Future
Consultation:	Access to Services, Finance, Legal. All Directorates have been engaged in a four-week due diligence exercise around the upgrade.
Recommendation(s):	It is recommended that: 1) This project and its financial implications are approved and added to the capital programme in order to achieve implementation of the ERP system upgrade by November 2020.
Report Author:	Sarah Caulkin
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 What does the current ERP do?
The Council's ERP system is the lifeblood of the organisation, responsible for most of the fundamental back office processes across every Directorate including:

- All accountancy functions: ledgers, budget monitoring, capital monitoring, cash management, expenses including closing of annual financial accounts and statutory reports for the whole Council
- Paying and raising invoices
- Paying all staff and pensioners and producing payslips
- Holding all HR details and managing HR processes: recruitment, timesheets, absence
- Training for most but not all learning and development
- Pays all suppliers including foster carers and care homes
- Orders food for schools
- Orders all the Council's goods and services from stationery to road materials and housing stocks for stores
- All the major projects within the Place Directorate, e.g. building homes, managing and maintaining schools and maintaining the Council's other public assets
- Linking to several other systems so information and business intelligence are integrated through reports, e.g. social services, housing, schools and care homes data.

The Council's current ERP is Oracle e-business suite version R12.1 and is a fully integrated system.

- 1.2 There are several risks to the Council which are driving the move from Oracle R12.1:
- The system will be completely obsolete by December 2021
 - The system will not be supported from November 2020 and will not receive regular updates and patches as it does now. This increases the risk of cyber-attacks and potential data theft
 - There is a risk payroll may not function, staff and pensioners may not be paid
 - Disaster recovery (DR) is already an issue with the current system, which is flagged as a potential risk every year
 - The Council risks failing its Public Service Network (PSN) accreditation. This means there is a risk the Council could be removed from the network and prevented from sharing data with: Health, Police, Department for Work and Pensions (DWP) and other key bodies. This will seriously impact service delivery including: Health hubs, social services, and Benefits
 - The Council risks losing its Cyber Essentials accreditation
 - The current system does not support new legislation such as Making Tax Digital and new Teachers' Pension legislation.

Given the critical nature of this change, doing nothing is not an option.

2. System Upgrade and FPR7 Report

2.1 Options already explored

2.1.1 Upgrade to R12.2 or Oracle Cloud

The Council has reviewed the option of upgrading to the next version to Oracle R12.2 versus the move to Oracle Cloud. Oracle Cloud is the recommended option for the following reasons:

- R12.2 is significantly more expensive to run, with ongoing revenue costs of £1.434m compared to £985k per year for Oracle Cloud
- R12.2 would require Council servers to be moved to a cloud data centre in order to improve both the Council's DR and to reduce the server room in the new Civic Centre, which adds an additional £500k to the one-off implementation costs. (Please note this is not software as a service (Saas), just physically moving servers, which digital services would still need to maintain and support)
- The disruption and overall change for R12.2 would be the same as the move to Cloud, but without any of the additional benefits and at a significantly higher revenue and implementation cost
- All previous versions of Oracle will be forced to move to cloud at some point, therefore R12.2 will become obsolete in 2030 and this exercise will need to be done anyway, should the Council choose to stay with Oracle.

2.1.2 Other systems

Infosys, the Council's digital support partner, undertook an independent review of other products in the market. Particularly whether other products deliver a cloud offer, as this is the Council's strategic digital direction. The Council also held a supplier day as well as speaking with other organisations that had recently undergone ERP procurements. The Council is seeking the ERP to deliver at least the same functionality currently listed at point 1.1, be cloud based, not cost more than Oracle Cloud, and deliver transformational benefits. The Infosys evaluation and due diligence work deduced that only Oracle Cloud meets all these requirements.

2.2 Partnership working / shared services

A move to Oracle Cloud will put the Council in an advantageous position compared with other regional partners. Given the regionalisation agenda there would be an opportunity for Swansea to run the back office functions of other public bodies and potentially sell consultancy services given staff knowledge and experience.

2.3 Outputs from the Due Diligence Exercise

2.3.1 Resources required

The move to Oracle Cloud is a large programme involving significant technical and service resources. The due diligence exercise undertook 39 workshops to ascertain the number of process changes required within services and level of resources to support implementation. The temporary resources to implement the project are below. Costs for temporary backfill / honoraria / additional posts to deliver implementation

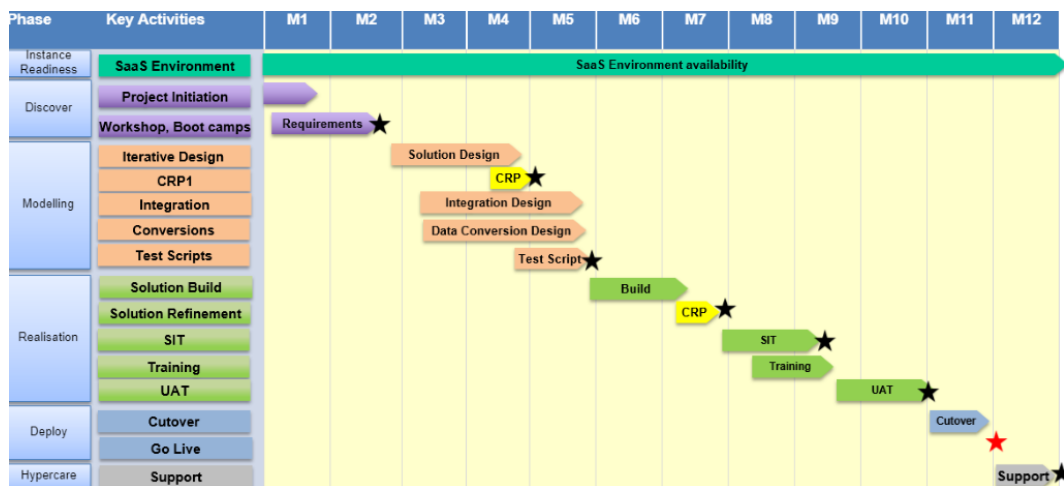
are included in the financials at 5.2.

Recent experience of filling vacancies has shown that recruiting temporary staff in service areas is challenging. Therefore, services have proposed a mix of backfill and honoraria to existing staff, releasing the capacity to work on the programme implementation.

Team	Backfill of posts / honoraria:
Workforce recruitment, analytics and changes	4 posts backfill
Employee Service Desk	0.5 x 5 posts backfill
HR&OD	2 posts backfill
Payroll	4 posts backfill
Payables and Purchasing	3 posts backfill
Accounts Receivable and Cash Management	3 posts backfill
Finance and Projects	4 posts backfill 14 x honoraria
Digital Services	7 x honoraria
Temporary Project Implementation New Posts:	
Digital Services	Project Officer x 2 Project Manager Change Manager Data Cleanser (Infosys) x 2

2.3.2 Implementation Plan and key milestones

The plan below represents a twelve-month delivery programme (Month M1-12). The yellow Conference Room Pilots (CRP) at month five and month seven act as key milestones, with a dry run of the product to date. Infosys undertake the build phase during month six, which is currently over accounts closure. It is critical the programme keeps to deadline to avoid both, impacting year-end, and the current system going out of support in November 2020. In order to align with year-end, it is proposed the programme implementation begins on 1st November 2019. It is critical the decision to proceed is taken now, in order to allow enough time for procurement and backfill processes before the programme starts.



Oracle Cloud will deliver everything the Council already does whilst significantly improving and transforming processes. However, the look and feel and ways of working will be completely different. Some staff and managers may find this quite challenging so the change and training activities to support the implementation are significant and robust. Asset accounting for Chartered Institute of Public Finance and Accountancy (CIPFA) may require a degree of modification.

2.3.3 Service transformation opportunities

The service transformation opportunities are far reaching however, it is important Cabinet understands the implications of moving to Oracle Cloud. The previous implementation and subsequent upgrade saw significant customisation in order to tailor the system around local processes, no matter how inefficient. There will be little or no customisation with this implementation, as is the nature with all cloud based software solutions. The platform is used by global organisations across all sectors and therefore processes are homogenous. The organisation will be expected to adapt to the system. Staff who attended the due diligence workshops are aware of this and reviewed the product and processes with this end in mind.

That said there are significant opportunities for change and transformation and subsequent efficiency and cashable savings including:

- Fully digital contracts (paperless), particularly useful for the Place Directorate where the most contracts are raised operationally
- Transformed monitoring of fixed assets and capital. This will help both Finance and Directorates monitor fixed assets, which is currently all manual with no resilience
- Resolve integration issues with the new Oracle Field Services project and make integration with other new cloud based systems easier
- The Projects functionality will benefit the Central Transport Unit (CTU) and Building Services with full integration between projects and Capital

- Complete Disaster Recovery, which will completely resolve current resilience and audit compliance issues
- Significantly modernised Payables and Receivables processes with better period-close. This will radically transform and improve year end statutory reporting
- Real-time, faster, self-service reporting dashboards will benefit all services and Performance & Financial Monitoring
- Fully automated invoice processes. Matching purchase orders is currently manual. This will also improve debt recovery
- Reduced manual efforts for data entry. This includes timesheets which are completely manual currently with significant double keying of information. Oracle Cloud will give the ability to batch process large amounts of data which is currently processed on a line by line basis
- Mobile applications will transform the speed and efficiency of approvals, expenses, and of viewing payslips amongst others, all from a mobile phone
- Automated notifications to suppliers will reduce calls chasing progress on invoices for all Directorates but particularly schools and social services
- Current manual workarounds using spreadsheets and access databases would be completed using Oracle Cloud
- Transformed performance management with seamless integration between appraisals, objective setting, monitoring and learning plans
- E-learning – all corporate training for Council staff in one place
- Transformed HR and payroll integration with hundreds of reports to support best practice monitoring and analysis at strategic and operational levels, e.g. gender pay, public sector equality duty
- Best practice sickness absence monitoring in line with new Policy etc, which will help all Directorates. Reports will drill down to staff level and provide analysis to help managers have more meaningful conversations on sickness and other performance related matters
- Service restructures much easier to design with improved information to Heads of Service
- Transformed payroll processes, which are currently mostly manual. This will benefit both Place and Finance
- Statutory changes will be implemented quicker with less disruption and downtime.

2.3.4 Savings and efficiency opportunities

During the due diligence exercise potential savings were calculated based on time saved as a result of process efficiencies, including the following:

Cumulative Non-cashable efficiencies:

Area	Benefit Summary	Improvement / Reduction	Year 1 (£)	Year 2 (£)	Year 3 (£)
Goals and Performance	Productivity-Performance Management	↑	64,800	97,000	129,600
Payroll	Open enrollments/ Life Events	↑	86,400	129,000	172,800
		TOTAL	151,200	226,000	302,400

Cumulative Cashable Savings:

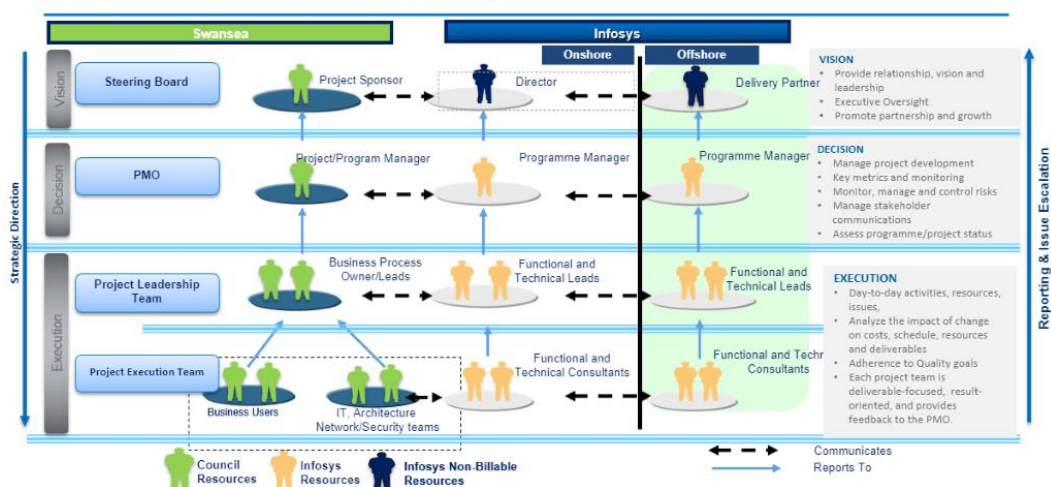
Area	Benefit Summary	Improvement / Reduction	Year 1 (£)	Year 2 (£)	Year 3 (£)
Payables	Productivity in Invoicing	↑	40,500	54,000	67,500
Procurement	Spend on products and services	↓	35,700	51,000	51,000
Expenses	Expense Processing Time	↓	25,900	51,840	103,680
Payroll Admin	Staff Productivity	↑	3,700	5,500	7,400
Audit	Internal Audit Productivity	↑	5,240	10,480	20,960
		TOTALS	111,040	172,820	250,540

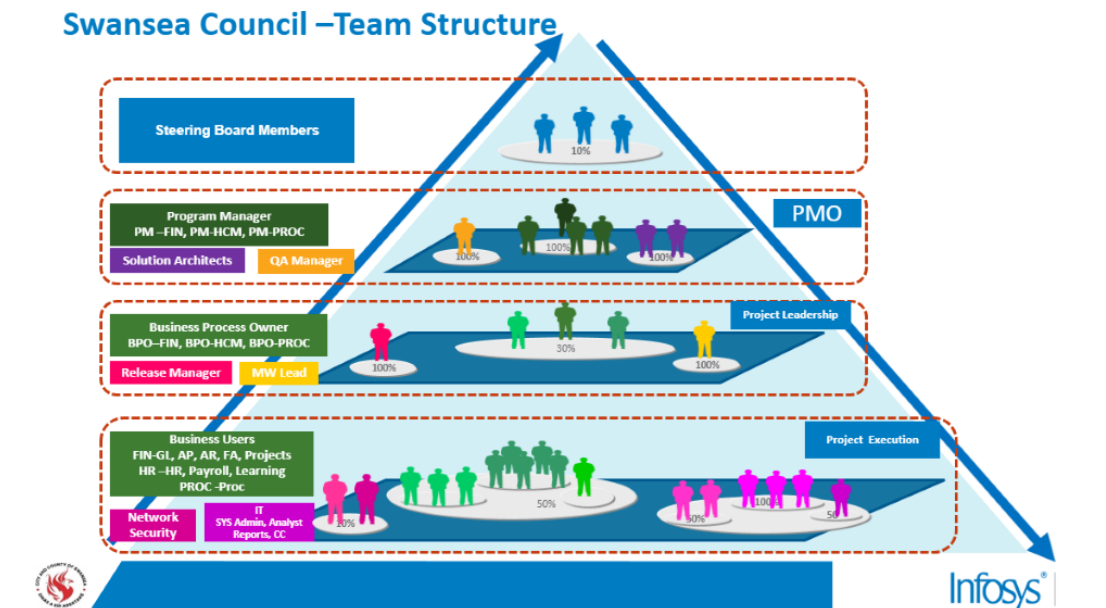
3. General Issues

3.1 Governance

Robust governance is important given the scale and complexity of the programme. The two diagrams below highlight the governance and team structures within the programme. Senior managers from Infosys and members of the Corporate Management Team (CMT) will form the Steering Board. The programme sponsor (Chief Transformation Officer) will provide highlight reports to CMT as part of performance management and monitoring.

Proposed Governance Structure





4. Equality and Engagement Implications

4.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment (EIA) process ensures that we have paid due regard to the above.

4.2 An EIA Screening Form has been completed with the agreed outcome that a full EIA report was not required as this is wholly a back office system. The screening form is attached at Appendix B. However, significant engagement with internal stakeholders has already been undertaken to this point through a series of 39 workshops. There is training planned within the project as well as two change managers who will walk business users through the use of the new software and help adjust processes in a way that minimises disruption to service delivery.

4.3 The Council has also taken account of Well-being of Future Generations (Wales) Act 2015 implications by: futureproofing the technology in ways which will make it easier to integrate with partners; taking a digital first approach that is sustainable; and more energy efficient via cloud.

5. Financial Implications

5.1 Ongoing revenue implications

When in steady state post implementation Oracle Cloud will cost just under £985k per annum. This is an increase of £330k per year in year 3, which will be met from £251k of the cashable savings identified at point 2.3.4 above and £79k from the Digital Development Fund. As cloud services are priced based on consumption, a re-charging model will also be explored during the programme.

5.2 One-off implementation costs spread over two years

Area of expenditure	Year 1	Year 2
New licences and framework	810,436	810,436
Implementation - training	91,788	
Implementation - development of assets	765,126	
Implementation - transformation and working with services to change processes	1,210,826	
Integration	20,832	20,832
Backfill and resources	1,067,474	
Archive	3,684	3,684
TOTAL	3,970,166	834,952

Areas to note:

- New licences and framework costs are additional in years one and two only as two systems must be paid for in parallel. By year three these form part of the steady state revenue budget
- Integration and archive forms part of the steady state revenue budget by year three.

It is proposed the one-off implementation costs are funded through £1,210,826 as Capital Receipts and the remaining £3,594,292 by accessing the capital equalisation reserve (which is 100% funded from revenue and thus eligible to meet revenue non-capitalisable revenue costs) and in lieu the £3,594,292 will be given up from existing digital capital budget and be available to underpin the wider capital programme. If ultimately capital receipts cannot be used then a further sum will be taken from the capital equalisation reserve and capital receipts used to support other future capital expenditure. The opportunity to re-allocate the digital budget is due to a change in the environment and strategy over the past two years. An allocation had been made to provide all staff with a Council device. However, the changes to technology and new ways of working, including licencing costs, has shifted Council thinking in this area.

5.3 The FPR7 is attached at appendix A, showing allocation capital budgets to this project.

6. Legal Implications

- 6.1 The Council will undertake a mini competition on the Health Trust Europe (HTE) procurement framework, which is fully compliant with EU procurement regulations. The way in which this framework has been procured and established allows the Council to name the product (Oracle Cloud) and has been subject to due diligence.
- 6.2 The current contract with the support provider, Infosys, is able to be lawfully extended in compliance with the relevant procurement legislation. However, a Voluntary Ex-Ante Transparency notice (VEAT) has been published in order to be completely transparent with the market and no adverse response has been received.

Background Papers: None

Appendices:

- Appendix A** FPR7 Report for allocation of Capital
Appendix B EIA Screening Form

FINANCIAL IMPLICATIONS : SUMMARY

Portfolio: Corporate Services
Service : Digital and Transformation
Scheme : Oracle Fusion ERP

1. CAPITAL COSTS		2019/20	2020/21	2021/22	2022/23	TOTAL
		£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>						0
Purchase and Implement ERP		3970	835			4805
						0
						0
						0
EXPENDITURE		3,970	835	0	0	4,805
<u>Financing</u>						
Capital Reciepts		1,210				1210
Digital Rev Contribution - 33001		450	450			900
Agile and Mobile Capital contrib to Equal Fund		2,310	385			2695
						0
FINANCING		3,970	835	0	0	4805

2. REVENUE COSTS		2019/20	2020/21	2021/22	2022/23	FULL YEAR
		£'000	£'000	£'000	£'000	£'000
<u>Service Controlled - Expenditure</u>						
Employees						0
Maintenance						0
Equipment						0
Administration						0
NET EXPENDITURE		0	0	0	0	0

Equality Impact Assessment Screening Form – 2017/8

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact the Access to Services team (see guidance for details).

Section 1

Which service area and directorate are you from?

Service Area: Digital and Transformation Services

Directorate: Resources

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(b) Please name and describe here:

Oracle Cloud Transformation. This project is to migrate away from the existing on-premise ERP platform, to a cloud-based ERP. Doing so will enable numerous transformation opportunities which will see business processes changing to align with the best practice models available through cloud.

Q2(a) WHAT DOES Q1a RELATE TO?

Direct front line
service delivery

☐ (H)

Indirect front line
service delivery

☐ (M)

Indirect back room
service delivery

☒ (L)

(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?

Because they
need to

☐ (H)

Because they
want to

☐ (M)

Because it is
automatically provided to
everyone in Swansea

☐ (M)

On an internal
basis
i.e. Staff

☒ (L)

Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Q4 WHAT ENGAGEMENT / CONSULTATION / CO-PRODUCTIVE APPROACHES WILL YOU UNDERTAKE?

Please provide details below – either of your planned activities or your reasons for not undertaking engagement

This project has been several years in the planning. Through this process there have been several engagements with the Oracle Superuser group (who represent the business process owners) to discuss the impacts of the project.

Furthermore, key business users were heavily involved in a four-week due diligence process through a series of 39 workshops to assess the readiness of the organisation for change, and to map the gaps between our existing processes and the cloud platform.

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility <input type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility <input checked="" type="checkbox"/> (L)
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(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION? (Consider the following impacts – legal, financial, political, media, public perception etc...)

High risk <input type="checkbox"/> (H)	Medium risk <input type="checkbox"/> (M)	Low risk <input checked="" type="checkbox"/> (L)
---	---	---

Q6 Will this initiative have an impact (however minor) on any other Council service?

☒ Yes ☐ No If yes, please provide details below

This will result in changes to processes and software within finance, HR, the Service Centre and procurement.

Q7 HOW DID YOU SCORE? Please tick the relevant box

MOSTLY H and/or M → HIGH PRIORITY → ☐ EIA to be completed
Please go to Section 2

MOSTLY L → LOW PRIORITY / NOT RELEVANT → ☒ Do not complete EIA
Please go to Q8 followed by Section 2

Q8 If you determine that this initiative is not relevant for an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.

A full EIA report is not required as this is wholly a back office system and therefore there are no equality implication in relation to this project. There is training planned within the project as well as two change managers who will

Equality Impact Assessment Screening Form – 2017/8

walk business users through the use of the new software and help adjust processes in a way that minimises disruption to service delivery.

Section 2

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email – no electronic signatures or paper copies are needed.

Screening completed by:
Name: Matthew Knott
Job title: Enterprise Digital Solutions Architect
Date: 26/07/2019
Approval by Head of Service:
Name: Sarah Caulkin
Position: Chief Transformation Officer
Date: 26/08/2019

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 8



Report of the Chair

Scrutiny Programme Committee – 9 September 2019

Scrutiny Performance Panel Progress Report

Purpose	The Committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panel conveners will regularly provide a progress report, updating the Committee on headlines from their Panel's work and impact.
Content	This report focuses on the following Performance Panel: a) Adult Services
Councillors are being asked to	<ul style="list-style-type: none">• Ensure awareness and understanding of the work of the Panel• Consider its effectiveness and impact• Consider any issues arising and action required
Lead Councillor(s)	Councillor Peter Black (convener)
Lead Officer & Report Author	Liz Jordan Tel: 01792 637314 E-mail: scrutiny@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Amanda Thomas

1. Introduction

- 1.1 There are now seven Performance Panels which 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, and challenge, to particular services / service areas.
- 1.2 Performance Panels are expected to have on-going correspondence with relevant cabinet / lead members in order to share views and recommendations, arising from monitoring activities, about the performance of services and service delivery.

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 discussion on the work of each Panel, achievements, effectiveness and impact
- the Committee to consider any issues arising from Panel activities which may have an impact on the overall scrutiny work programme
- awareness amongst the Committee as well as visibility across the council and public.

1.4 This report is about the following Performance Panel:

a) Adult Services

To focus the discussion a short written report has been provided by the convener of the Panel, and is **attached**. This updates on work carried out since the last update was provided in February 2019. This includes a summary of Panel activities, correspondence between the Panel and relevant Cabinet Members, recommendations and impact.

1.5 The Adult Services Performance Panel has a membership of 14, as follows:

Councillors:

Labour Councillors: 7

Mandy Evans	Peter Jones
Joe Hale	Hazel Morris
Erika Kirchner	Gloria Tanner
Yvonne Jardine	

Liberal Democrat/Independent Councillors: 4

Peter Black (CONVENER)	Jeff Jones
Chris Holley	Susan Jones

Conservative Councillor: 1

Paxton Hood-Williams	
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Co-optees: 2

Tony Beddow	Katrina Guntrip
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2. Legal Implications

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

3. Financial Implications

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

Background Papers: None

Appendices: Appendix 1 – Scrutiny Performance Panel Update

Adult Services Scrutiny Performance Panel Update

1. Remit of the Panel

The overarching purpose of the panel is to: provide ongoing challenge to adult social services performance to ensure that as the service is undergoing major change performance is maintained and that further improvements are made across all areas of the service.

2. Key Activities

The Panel discussed and agreed their work plan for this municipal year in June 2019 and is currently meeting on a monthly basis. Since the last update to the SPC in February 2019, the Panel has looked at the following:

- a) Draft Budget Proposals for Adult Services (February)
- b) Performance Monitoring (February)
- c) Update on how Council's policy commitments translate to Adult Services (February)
- d) Adult Services Complaints Annual Report 2017-18 (February)
- e) Update on Commissioning Review - Domiciliary Care and Procurement (March)
- f) Safeguarding Arrangements update (March)
- g) Briefing on Safeguarding – Modern Slavery / Human Trafficking (is there a problem in Swansea? What is happening to prevent it?) (Referred from SPC) (March)
- h) Presentation and Q&A Session with Chairman and Chief Executive of ABMU (March)
- i) Update on Adult Services Improvement Plan (April)
- j) WAO report on Commissioning of Accommodation Services for People with Learning Disabilities - Follow up on recommendations (April)
- k) Wales Audit Office report on Housing Adaptions (June)
- l) Review of the year 2018/19 and draft Work Programme 2019/20 (June)
- m) Performance Monitoring (July)
- n) Update on West Glamorgan Transformation Programme arrangements following review (July)
- o) Review of Final Budget Outturn (July)
- p) CIW Local Authority Performance Review (July)
- q) Outcomes of Re-procurement Process - Domiciliary Care and Respite at Home (August)

3. Achievements / Impact

We have sent 4 letters to the Cabinet Member for Health & Wellbeing since January 2019 and 1 letter to the Cabinet Member for Homes and Energy in order to give our views, raise concerns and make recommendations, for example:

Positives:

- Complaints Annual Report 2017/18 - Panel pleased to hear the Authority has a mechanism for recording complaints against third party providers and that if any trends are identified the Director/Head of Service is informed.
- Adult Services Improvement Plan – Panel pleased to hear a bid has been submitted to support another five Local Area Coordinators (LACs) and a deputy team leader and that three would be appointed as soon as possible and another two later in the year. However concerned about the uncertainty of future funding for these posts.
- Progress addressing WAO Recommendations relating to Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities – Panel informed the Authority tried to involve 'hard to reach' service users in the consultation. All service

users were contacted and invited to participate in the consultation, and independent advocates were involved.

- Wales Audit Office report on Housing Adaptations – Council's indicator for delivering Disabled Facilities Grants has improved from 340 days in 2015-16 to 235 days in 2018-19 and the target for this year is 255 days. However, it is still above the national average waiting time and the Panel will be looking for further improvements.
- Council has fed back to Welsh Government that there is a need to ensure that the All Wales Categorisation is categorised properly. Panel pleased to hear this.
- Panel informed that 'Adapt' has been very successful. It has helped not to waste capital monies by leaving equipment in properties and matching new tenants to adapted homes.

Issues / Concerns:

- Complaints Annual Report 2017/18 - Panel concerned to see in the report that a high number of complaints have been upheld in community support teams. Panel informed by Director that this is a difficult area so it is not a surprise and that this is an area the Authority could learn from.
- Update on how Council's Policy Commitments translate to Adult Services – Panel concerned about consistency as many LACs are funded by partners so funding is not permanent and can be removed at any time. Panel queried why this commitment has been rated as green when CM does not think we will have full coverage of LACs.
- Performance Monitoring - Timeliness of response to safeguarding issues – Panel very concerned with these figures as they have drastically reduced. Panel wished to be informed about the reason for this.
- Performance Monitoring - Residential reablement – There is concern that there may be more capacity than demand for this service and the Panel will want to monitor this going forward.
- Correspondence received by Convener of the Panel - Regarding the Council's contract with RNIB, the Council's view and RNIB's view of what the contract is, is different. Panel informed a decision has been made to postpone the notice of termination of this contract for the time being until it has been reviewed, including speaking to RNIB. CM to keep Panel updated.

Action Recommended / Agreed:

- The waiting time for improvements for council housing is marginally longer than that for private sector housing. As the obstacles to improving a council home are significantly fewer than a similar adaptation in the private sector, we would have expected this position to be reversed. We would like to hear proposals to achieve better delivery times for council tenants.
- Cabinet Member Response: CM advised that other than some minor exceptions, the application and delivery processes for DFGs and Council House adaptations are designed to be as close as possible to one another and both follow the same fundamental principles. Continual improvement is strived for and the overall aim is to promote equity in terms of waiting times. However this cannot be guaranteed in every case. DFGs and Council House adaptations are required to be monitored separately for reporting purposes. Each case is tracked from initial enquiry through to completion and several hundred are processed every year. This means waiting times can and do fluctuate between tenures depending on the number, nature and complexity of the adaptation applications received by the Council in any one year. Whilst every effort is made to ensure the experience and waiting times for customers is the same regardless of tenure, complete equity of waiting time will rarely if ever be achieved in reality. In 2018/19 however the average waiting times for all cases were within 17 days of each other.

- Update on West Glamorgan Transformation Programme Arrangements Following Review - Panel queried whether there is a problem with scrutiny of regional partnerships.
Cabinet Member Response: CM felt that Swansea officers would have no problem with this and he would encourage West Glamorgan Partnership board members to attend scrutiny if asked. CM informed Panel that the principle should be that things are done regionally when you benefit from doing it regionally or done locally if it is better to do it locally.
- Update on West Glamorgan Transformation Programme Arrangements Following Review - Panel felt that in terms of transparency, the minutes of transformational boards should be available on the Partnership website.
Cabinet Member Response: Informed that currently they are not but the minutes of the Executive Board are available. The Website is being re-designed so they could be included in future.

4. Future Work Programme

The programme for the remainder of this municipal year is as follows:

Meeting date	Item to be discussed
Meeting 4 24 September 2019	<ul style="list-style-type: none"> • Supported Living Developments for Mental Health and Learning Disability Services • Procurement Practice and Assurance in Social Care
Meeting 5 29 October 2019	<ul style="list-style-type: none"> • Performance Monitoring • Update on Transformation Programme • Commissioning of Residential Care (quality of service/contracts; financial stability) (Referred from SPC)
Meeting 6 19 November 2019	<ul style="list-style-type: none"> • Telecare and Community Alarms mini commissioning review • Workforce Development Plan
Meeting 7 17 December 2019	<ul style="list-style-type: none"> • Annual Review of Charges (Social Services) 2019-20 • Update on Local Area Coordination
Meeting 8 28 January 2020	<ul style="list-style-type: none"> • Performance Monitoring • Update on how Council's Policy Commitments translate to Adult Services
Additional Meeting ? February 2020	<ul style="list-style-type: none"> • Draft Budget proposals for Adult Services
Meeting 9 25 February 2020	<ul style="list-style-type: none"> • West Glamorgan Transformation Programme – 3 case studies
Meeting 10 17 March 2020	<ul style="list-style-type: none"> • Adult Services Complaints Annual Report 2018-19 • Briefing on Staff Sickness in Adult Services
Meeting 11 28 April 2020	<ul style="list-style-type: none"> •
Meeting 12 19 May 2020	<ul style="list-style-type: none"> • Performance Monitoring • Update on Transformation Programme

5. Action for the Scrutiny Programme Committee

None.

Agenda Item 9



Report of the Chair

Scrutiny Programme Committee – 9 September 2019

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 the membership of Panels and Working Groups reported, and any other changes necessary.
Lead Councillor:	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer & Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Amanda Thomas

1. Introduction

- 1.1 In accordance with Council report 18 October 2012, when current scrutiny arrangements were agreed, 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 Current Scrutiny Panel / Working Group Membership

- 2.1 None.

3. Guiding Principles

3.1 When determining membership / conveners or agreeing any changes there are some key considerations for the Committee:

- It is necessary for more than one political group to be represented on each panel / working group.
- These bodies also need to be of a manageable size in terms of team working and effective questioning.
- To ensure that all political groups have opportunities and are engaged.
- Good scrutiny practice places emphasis on respect for minority party wishes around both chairing of such bodies and the work programme.
- Being fair and balanced in the appointment of conveners, when there is interest from more than one councillor, e.g. giving opportunity to those who have not acted as convener previously.
- The Committee should reflect on the existing 'balance' of conveners to help inform future appointments.
- A minimum of three members should be present at all meetings.

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

Appendices: None



Report of the Chair

Scrutiny Programme Committee – 9 September 2019

Scrutiny Work Programme 2019/20

Purpose	This report presents the agreed Scrutiny Work Programme for 2019/20, which the Committee is responsible for monitoring.
Content	The agreed work programme is attached, which shows the topics that will be examined by scrutiny through various Panels and Working Groups. A plan for future committee meetings is also attached.
Councillors are being asked to	<ul style="list-style-type: none">• plan for the committee meetings ahead• consider opportunities for pre-decision scrutiny• review the scrutiny work programme (including progress of current Panels and Working Groups)
Lead Councillor	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer	Tracey Meredith, Chief Legal Officer
Report Author	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Amanda Thomas

1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for developing the Council's scrutiny work programme, and managing the overall work of scrutiny to ensure that it is as effective as possible.
- 1.2 A report is provided to each meeting to enable the committee to maintain an overview of agreed scrutiny activities, monitor progress, and coordinate work as necessary.
- 1.3 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
- 1.4 The Scrutiny Work Programme is guided by the overriding principle that the work of scrutiny should be strategic and significant, focussed on issues of concern, and represent a good use of scrutiny time and resources.
- It also needs to be:
- manageable, realistic and achievable given resources available
 - relevant to council priorities
 - adding value and having maximum impact
 - coordinated and avoid duplication
- 1.5 The work of scrutiny is undertaken primarily in three ways – through the Committee itself, by establishing informal panels or via one-off working groups. Panels and Working Groups would be open to all non-executive councillors - the Committee will determine membership and conveners following expressions of interest.
- 1.6 Scrutiny will regularly send letters to Cabinet Members communicating findings, views and recommendations for improvement and, where appropriate, by producing reports. Inquiry panels will always produce a final report at the end of the inquiry with conclusions and recommendations for Cabinet (and other decision-makers), informed by the evidence gathered. Inquiry panels will reconvene to follow up on the implementation of agreed recommendations and the impact of their work – usually 6-12 months following cabinet decision.
- 1.7 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 such scrutiny activities are published, in the same manner as the committee, on the Council's modern.gov online platform:
<https://democracy.swansea.gov.uk/ieDocHome.aspx?bcr=1&LLL=0>

2. Scrutiny Work Programme 2019/20

- 2.1.1 The agreed scrutiny work programme for 2019/20 is set out in **Appendix 1**. The following paragraphs break down the work programme by specific ways of working to provide a brief overview.
- 2.2 Scrutiny Programme Committee:
- 2.2.1 The Committee work plan for the year ahead is attached as **Appendix 2**. This should be kept under review to ensure it represents a robust and effective plan. The plan includes a schedule of future Cabinet Member Question & Answer Sessions.
- 2.2.2 Committee members should review and confirm items for the next and future meetings giving specific consideration to who should attend so that meetings are always well planned and prepared for, e.g.

information required and key questions that the Committee wishes to ask.

2.2.3 The main item(s) scheduled for the next Committee meeting on 14 October are:

- Cabinet Member Question Session: Cabinet Member for Education Improvement, Learning & Skills - Councillor Jennifer Raynor.
- Annual Corporate Safeguarding Report - the report is cross cutting (i.e. covers safeguarding of adults and children), not a report on social services performance but on how the Council as whole is meeting its safeguarding responsibilities.

2.2.4 The Committee will have the opportunity to review priorities and introduce issues of concern as and when they arise, e.g. pre-decision scrutiny or call-in which may require extra meetings.

2.2.5 Pre-decision scrutiny – this is carried out by the Committee unless delegated elsewhere. The Committee is invited to consider the available information on future cabinet business and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications (see Cabinet Forward Plan attached as **Appendix 3**). Any requests will require discussion with relevant cabinet member(s) to confirm timescales and window of opportunity for scrutiny involvement. Pre-decision scrutiny enables scrutiny to develop understanding about and ask questions on proposed Cabinet reports to provide ‘critical friend’ challenge and influence decision-making.

2.2.6 Commissioning Reviews – it has already been acknowledged that reports about the various commissioning reviews / new cross-cutting reviews that are planned are key cabinet decisions and should be subject to scrutiny. There is a general agreement that all these Reviews will undergo pre-decision scrutiny. This will be carried out via the Committee or relevant Panels as appropriate. Any outstanding reviews and the new cross-cutting reviews will be on the scrutiny radar during the year ahead and scheduled into work plans. Further to Committee discussion on 1 August on emerging proposals, the Housing Commissioning Review final report will be subject of Cabinet decision, and is currently scheduled for 21 November Cabinet meeting. Pre-decision scrutiny may necessitate a special Committee meeting, dependant on availability of cabinet report.

2.3 Inquiry Panels:

2.3.1 The first task of an Inquiry Panel is to have a briefing on the issue and then determine the key question and terms of reference for the inquiry. Once the planning stage is complete, the inquiry will be evidence gathering, with the last stage being to develop the final report.

In Progress / Planned	Completed (follow up stage)
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1. Equalities (final report to be presented to Cabinet 19 Sep) 2. Procurement (initial meeting arranged for 24 Oct)	1. Regional Working (15 Oct 2019) 2. Natural Environment (tba as part of Performance Panel work plan)
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2.4 Performance Panels:

- 2.4.1 The following Performance Panels, which will enable regular and structured monitoring of performance within these key areas, have been agreed and will meet on an ongoing basis until otherwise agreed by the Committee (frequency of meetings in brackets):

Performance Panel	Convener
1. Service Improvement & Finance (monthly)	Cllr. Chris Holley
2. Education (monthly)	Cllr. Lyndon Jones
3. Adult Services (monthly)	Cllr. Peter Black
4. Child & Family Services (every two months)	Cllr. Paxton Hood-Williams
5. Development & Regeneration (every two months)	Cllr. Jeff Jones
6. Natural Environment (quarterly)	tbc
7. Public Services Board (multi-agency) (twice yearly)	Cllr. Mary Jones

- 2.4.2 Performance Panel conveners are scheduled to provide a regular update to the Committee to enable discussion on key activities and impact.

2.5 Working Groups:

- 2.5.1 The following Working Groups will be convened during the year ahead, in the order shown:

1. Brexit 2. Staff Health & Wellbeing	3. Road Safety 4. Digital Inclusion
--	--

2.6 Regional Scrutiny:

- 2.6.1 **Education Through Regional Working** - Swansea scrutiny is involved in a regional scrutiny arrangement with the six councils participating in the 'Education Through Regional Working' (ERW) school improvement consortium. A Scrutiny Councillor Group has been in existence since 2016 in order to provide challenge to ERW, 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 via Service Level Agreement. Swansea is represented by the chair of the Scrutiny

Programme Committee and convener of the Education Performance Panel. The next meeting, taking place on 23 September 2019, will be hosted by Ceredigion Council.

- 2.6.2 **Swansea Bay City Region City Deal** – Swansea scrutiny is also involved in the Swansea Bay City Region Joint Scrutiny Committee established during 2018/19. This involves three councillor representatives from each of the four Councils involved in the City Deal, meeting to scrutinise the work of the Joint Committee responsible for delivering the City Deal programme. As per Joint Agreement, the Scrutiny Committee is serviced by Neath Port Talbot Council. The Committee met on 2 September 2019 (hosted by Neath Port Talbot Council) The next meeting is taking place on 28 October 2019.

3. Monitoring the Work Programme

- 3.1 The Committee is responsible for monitoring progress of work undertaken by the informal Panels and Working Groups and findings to ensure that this work is effective and has the required visibility.
- 3.2 **Appendix 4a** provides a timetable of all scrutiny activities (projected or actual where dates are known). Lead councillors and officers are also noted within.
- 3.3 **Appendix 4b** provides a snapshot of progress with all of the Panels and Working Groups established by the Committee and their current position.

4. Public Requests for Scrutiny / Councillor Calls for Action

- 4.1 None.

5. Financial Implications

- 5.1 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.

6. Legal Implications

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

Background papers: None

Appendices:

Appendix 1: Agreed Scrutiny Work Programme 2019/20

Appendix 2: Scrutiny Programme Committee Work Plan 2019/20

Appendix 3: Cabinet Forward Plan

Appendix 4a: Scrutiny Work Programme – Projected Timetable of Activity

Appendix 4b: Progress Report – Current Scrutiny Panels and Working Groups

Agreed Scrutiny Work Programme 2019/20

New Inquiry Panel (time-limited in-depth scrutiny – six months)	New Working Groups (light-touch scrutiny / one-off meetings)	Performance Panels (ongoing in-depth performance / financial monitoring & challenge)	Issues for Scrutiny Programme Committee (Overall work programme management; Cabinet Member Q & As; discussion of broad range of policy and service issues)
<p>1. Procurement (Terms of Reference to be agreed by Panel but may look at effectiveness of process & Strategy; value for money / social value; benefits to local economy; impact of local procurement on regeneration / jobs; financial savings to Council; collaboration etc)</p> <p>Follow Up of Previous Inquiries:</p> <p>1. Regional Working 2. Equalities</p>	<p>1. Brexit (Council preparedness and resilience; how is this being discussed; what plans / contingencies are being put in place given possible impact, relationship with Wales / UK Government)</p> <p>2. Employee Health & Wellbeing (how the Council supports members of staff; issues around staff sickness; pressures)</p> <p>3. Road Safety (hot spots; work to improve safety; preventative measures; speed controls; safety of cycling routes; partnership working)</p> <p>4. Digital Inclusion (follow up on previous -Mar 2017- discussion around digital transformation, the Council's digital inclusion strategy, and how well prepared both the Council and the public is to use and communicate / engage via digital technology to avoid exclusion / poor access)</p>	<p>1. Service Improvement & Finance (monthly)</p> <p>2. Education (monthly)</p> <p>3. Adult Services (monthly)</p> <p>4. Child & Family Services (every two months)</p> <p>5. Development & Regeneration (every two months)</p> <p>6. Natural Environment (quarterly)</p> <p>7. Public Services Board (twice yearly)</p> <p>Specific issues to pick up:</p> <ul style="list-style-type: none"> • Service Improvement & Finance: <ul style="list-style-type: none"> - Budget (spend / sustainability) - Waste & Recycling (incl. issues around plastic waste, civic amenity site provision; influence on commercial organisations) - Embedding Welsh Language Measures - Archives Service (concern about accommodation issues and their effect on current/future service) - Co-production (Council's approach to improving involvement and engagement, embedding Well-being of Future Generations Act) • Education: <ul style="list-style-type: none"> - Additional Learning Needs (impact of new legislation) - Performance of Children on Free School Meals • Adult Services: <ul style="list-style-type: none"> - Commissioning of Residential Care (quality of service / contracts; financial stability) 	<ul style="list-style-type: none"> • Specific discussions: <ul style="list-style-type: none"> - Corporate Safeguarding - Housing Commissioning Review • Cabinet Member Q & A Sessions (issues to pick up): <ul style="list-style-type: none"> - Policy Commitments - Poverty Reduction - Regional Working - 5G Roll-out & Health Concerns (local impact; council involvement re. testing and response) - Fires on Kilvey Hill - Beach / Cliff Incidents - Youth Work - Homelessness Strategy & Action Plan Progress - Council Housebuilding - Rural Economy • Crime & Disorder Scrutiny: <ul style="list-style-type: none"> - Child Sexual Exploitation / County Lines (size / scope of problem & efforts to tackle) - Community Cohesion / Hate Crime • Follow Up on Previous Working Groups: <ul style="list-style-type: none"> - Welfare Reform - Environmental Enforcement - Anti-Social Behaviour

Agreed Scrutiny Work Programme 2019/20

	<p>Reserve List:</p> <ul style="list-style-type: none"> • Active Travel (are we meeting obligations of Welsh Government Active Travel Act; encouragement of cycling / walking) • Leisure Facilities (assessment of the leisure offer to residents and visitors; discussion around issues; gaps; work to cater for the young e.g. skateboard parks) • Services for the Disabled and their Carers (Council's overall approach to inclusion / access to information, advice, and services, improving quality of life, progress with Carers Strategy; compliance with legislation) 	<ul style="list-style-type: none"> - Quality of Needs Assessments / Care Plans - Charging - Availability of Specialised Dementia Beds in Care Homes - Waiting Lists for Care in the Community • Child & Family Services: <ul style="list-style-type: none"> - Youth Offending Service (effectiveness of new local arrangements following critical regional inspection) • Development & Regeneration: <ul style="list-style-type: none"> - Inward Investment (concern about retail collapse in city centres; advice/support to SMEs) - City Deal & Wider Regeneration - Management of Gower AONB - Regeneration Projects in Deprived Communities - Seafront Proposals - Student Accommodation Developments (managing impact) • Natural Environment: <ul style="list-style-type: none"> - Follow up on Inquiry Recommendations - Local Flood Risk Management - Pollution Control - Use of Glyphosate for Weed Spraying - Council action on Climate Change 	<ul style="list-style-type: none"> - Tourism
<p style="text-align: center;">Regional Scrutiny</p> <ul style="list-style-type: none"> • ERW (Education through Regional Working) • City Deal (Swansea Bay City Region Joint Scrutiny Committee) 			

Scrutiny Programme Committee – Work Plan 2019/20

Standing / Recurring Agenda Items:

Role of the Committee	<ul style="list-style-type: none"> To ensure understanding about the role of the Scrutiny Programme Committee, and discuss effective working
Scrutiny Work Programme	<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 To maintain overview on scrutiny work, monitor progress, and coordinate as necessary To receive progress reports from Conveners of Performance Panels on headlines from the Panel's work and achievements 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
Scrutiny Annual Report	<ul style="list-style-type: none"> To agree the annual report of the work of overview & scrutiny for the previous municipal year, as required by the Council Constitution
Final Scrutiny Inquiry Reports	<ul style="list-style-type: none"> To receive final reports (including conclusions and recommendations) of Inquiry Panel prior to submission to Cabinet for decision
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)
Annual Work Plan Review	<ul style="list-style-type: none"> To reflect on the year's work, achievements, experiences, issues, ideas for future scrutiny

ACTIVITY	8 July 2019	1 August 2019*	12 August 2019	9 September 2019	14 October 2019	11 November 2019
Scrutiny Work Programme	<ul style="list-style-type: none"> • Role of the Committee • Draft Work Programme for Agreement • Scrutiny / Audit Committee Coordination 					
Cabinet Member Question & Answer Sessions			Business Transformation & Performance (Deputy Leader)	Homes & Energy	Education Improvement, Learning & Skills	Children Services (Early Years and Young People)
Other Cabinet Member / Officer Reports		Housing Commissioning Review			Annual Corporate Safeguarding Report	Children & Young People's Rights Scheme – Compliance and Progress
Scrutiny Performance Panel Progress Reports			Service Improvement & Finance	Adult Services	Schools	Child & Family Services
Pre-decision Scrutiny				Enterprise Resource Planning (ERP) System		
Final Scrutiny Inquiry Reports	Equalities					
Scrutiny Reports to Council					Scrutiny Annual Report 2018/19	Scrutiny Dispatches Impact Report

ACTIVITY	9 December 2019	13 January 2020	10 February 2020	9 March 2020	20 April 2020	11 May 2020
Scrutiny Work Programme						<ul style="list-style-type: none"> • Annual Work Programme Review • Progress on Scrutiny Improvement Objectives
Cabinet Member Question & Answer Sessions	Care, Health & Ageing Well	Economy & Strategy (Leader)	Environment & Infrastructure Management	Investment, Regeneration & Tourism	Better Communities (People and Place)	Delivery
Other Cabinet Member / Officer Reports						
Scrutiny Performance Panel Progress Reports	Development & Regeneration	Service Improvement & Finance	Adult Services	Schools	Natural Environment	Public Services Board
Pre-decision Scrutiny						
Final Scrutiny Inquiry Reports						
Scrutiny Reports to Council			Scrutiny Dispatches Impact Report			Scrutiny Dispatches Impact Report

* denotes extra meeting

To Be Arranged:

Scrutiny / Audit Committee Coordination	<ul style="list-style-type: none"> Chair of Audit Committee to attend to share work plan of Audit Committee / Annual Report. 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
Wales Audit Office Reports	<ul style="list-style-type: none"> Corporate Safeguarding Arrangements
Final Scrutiny Inquiry Report(s)	<ul style="list-style-type: none"> Tbc
Pre-decision Scrutiny; Housing Commissioning Review	<ul style="list-style-type: none"> Further to Committee discussion on 1 August on emerging proposals, the Housing Commissioning Review final report will be subject of Cabinet decision, currently scheduled for 21 November. The Committee wishes to undertake pre-decision scrutiny which may necessitate a special meeting.

Specific Recurring Reports to Committee:

Annual Corporate Safeguarding Report	<ul style="list-style-type: none"> To consider report of the Council's Corporate Safeguarding Group. The report is cross cutting (i.e. covers safeguarding of adults and children) and is not a report on social services performance but on how the Council as whole is meeting its safeguarding responsibilities.
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).
Sustainable Swansea Programme – Commissioning Reviews: Service Areas – Post Implementation Updates	<ul style="list-style-type: none"> Regular update on progress in implementation of service changes following Commissioning Reviews / outcomes.
Crime & Disorder Scrutiny – Safer Swansea Partnership	<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

Appendix 3 – Cabinet Forward Plan 2019-20

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Annual Equality Review 2018/19.	To publish the Council's Annual Equality Review for 2018/19 in line with the Public Sector Equality Duty and reporting regulations for Wales.	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	19 Sep 2019	Open
Contract Award Report for the Provision of Taxi Services.	The report details the outcome of tenders for taxi services and seeks approval to award.	Cath Swain	Cabinet Member - Environment & Infrastructure Management	Cabinet	19 Sep 2019	Open
Financial Procedure Report Rule 7 – Highways and Transportation Vehicle Replacement Capital Programme 2019/20.	Report seeks approval for capital expenditure on the proposed vehicle replacement programme for Highways and Transportation for 2019/20.	Mark Barrow	Cabinet Member - Environment & Infrastructure Management	Cabinet	19 Sep 2019	Open

Appendix 3 – Cabinet Forward Plan 2019-20

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
HMO Licensing Policy 2020.	The existing HMO Licensing Policy 2016, including designation of the Additional HMO Licensing Scheme for Castle and Uplands wards, was approved by Council on 26th November 2015. The scheme has to be reviewed and, if appropriate, renewed within five years and this requires Council approval.	Paula Livingstone, Mark Wade	Cabinet Member - Delivery	Cabinet	19 Sep 2019	Open
Quarter 1 2019/20 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the first quarter period April 2019 – June 2019.	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	19 Sep 2019	Open
Statutory Compliance Strategy.	The report sets out the way in which all buildings under the control of Swansea Council comply with appropriate statutory, regulatory and corporate standards.	Geoff Bacon	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	19 Sep 2019	Open

Appendix 3 – Cabinet Forward Plan 2019-20

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Welsh Government Self Build Programme at Swansea Council.	The report sets out the new scheme to be launched in the Autumn 2019 by Welsh Government which sits within the scope of the Policy Commitment and Corporate Plan to increase the supply of affordable housing.	Geoff Bacon	Cabinet Member - Homes & Energy	Cabinet	19 Sep 2019	Open
Financial Procedure Rule 7 – Local Transport Fund, Local Transport Network Fund and Active Travel Fund Capital Grants 2019/20.	To confirm the bid for Local Transport Fund, Local Transport Network Fund and Active Travel Fund Capital Grants and seek approval for expenditure on the proposed schemes and projects in 2019/20.	Ben George	Cabinet Member - Environment & Infrastructure Management	Cabinet	19 Sep 2019	Open
Depot Rationalisation Project.	To update on current progress of the depot rationalisation project and to seek authority to acquire a leasehold interest to enable relocation out of Pipehouse Wharf.	Geoff Bacon	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	19 Sep 2019	Fully exempt

Appendix 3 – Cabinet Forward Plan 2019-20

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Proposed Purchase of a City Centre Property Investment.	In accordance with the recently formed Property Investment Fund, an opportunity has arisen which will generate a net financial benefit for the Council. This report is to inform of a new opportunity to proceed with.	Geoff Bacon	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	19 Sep 2019	Fully exempt
Commercial Opportunity to Develop a New Parking Facility in Swansea Vale.	The proposed project will enable the authority to relocate an existing Park and Ride facility to assist the wider redevelopment whilst delivering a new Park and Ride facility at minimal cost due to the additional revenue being created.	Geoff Bacon	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	19 Sep 2019	Fully exempt
Property Acquisition and Redevelopment FPR7 - The Palace Theatre.	As part of Welsh Government's Building for the Future Scheme this report proposes the acquisition and redevelopment of a key property within the City Centre.	Geoff Bacon	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	19 Sep 2019	Fully exempt

Appendix 3 – Cabinet Forward Plan 2019-20

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Annual Review of Performance 2018/19.	To report the Council's compliance with its statutory obligations to make arrangements to secure continuous improvement as set out under Part 1 of the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	17 Oct 2019	Open
Marketing of Strategic Sites Joint Venture Opportunity.	Setting out future regeneration options to build on the catalytic effect of current developments, including the marketing of strategic sites to secure a Joint Venture partner. Also implications for the Council, a description of the delivery process and FPR7 to reallocate existing budget.	Huw Mowbray	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Oct 2019	Open

Appendix 3 – Cabinet Forward Plan 2019-20

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Award of Contract for Principal Contractor for the Hafod Morfa Powerhouse and Outbuildings Redevelopment Project.	Following the tender exercise and evaluation to source an appropriately skilled and experience Principal Contractor for the Hafod Morfa Powerhouse and Outbuildings Re-development, the report will be seeking approval of the winning tenderer.	Tracy Nichols	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Oct 2019	Fully exempt

Appendix 3 – Cabinet Forward Plan 2019-20

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Swansea Central Phase 1 – Final Delivery Report.	<p>The report provides a business case for Swansea Central Phase 1 demonstrating the economic and social benefits of the scheme and its ability to stimulate further inward investment and regeneration in Swansea city centre to help meet the Corporate Priority of Transforming our Economy & Infrastructure. Stage 4 designs will be presented.</p> <p>The report will seek authority for the capital funding to enter into the building contract with the main contractor to deliver the scheme together with approval of revenue budget for ongoing operation and maintenance.</p> <p>Part of the report will need to be in camera as the construction figures will be a confidential negotiation with the contractor.</p>	Huw Mowbray	Cabinet Member - Investment, Regeneration & Tourism	Cabinet	17 Oct 2019	Fully exempt

Appendix 3 – Cabinet Forward Plan 2019-20

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
Housing Service Commissioning Review Option Appraisal Report.	To inform Members of the findings of the Commissioning review process in the Housing Service. To seek approval for the proposals, progress to implementation and to undertake formal tenant consultation.	Lynda Grove	Cabinet Member - Homes & Energy	Cabinet	21 Nov 2019	Open
Revenue and Capital Budget Monitoring 2nd Quarter 2019/20.	To note any significant variations from the agreed budget 2019/20 and savings plan and the actions planned to achieve a balanced budget.	Ben Smith	Cabinet Member - Economy and Strategy (Leader)	Cabinet	21 Nov 2019	Open
Quarter 2 2019/20 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the second quarter period July 2019 – September 2019.	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	19 Dec 2019	Open
Quarter 3 2019/20 Performance Monitoring Report.	To report the performance indicator results and summarise the Council's performance meetings its priorities for the third quarter period October 2019 – December 2019.	Richard Rowlands	Cabinet Member - Business Transformation & Performance (Deputy Leader)	Cabinet	19 Mar 2020	Open

Scrutiny Work Programme 2019-20 – Projected Timetable of Activity (actual dates shown)

[illegible]

Activity / Month	JUN 2019	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2020	FEB	MAR	APR	MAY
Equalities (Cabinet decision: 19/9/19) Lead Scrutiny Councillor: Louise Gibbard Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Clive Lloyd Lead CMT: Sarah Caulkin Lead Head of Service: Tracey Meredith	19 (final report)											
PERFORMANCE PANELS:												
Adult Services (monthly) Lead Scrutiny Councillor: Peter Black Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member Mark Child Lead CMT: Dave Howes Lead Head of Service: Deb Reed (interim)	20	30	20	24	29	19	17	28	tba* 25	17	28	19
Service Improvement & Finance (monthly) Lead Scrutiny Councillor: Chris Holley Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Rob Stewart / Clive Lloyd Lead CMT: Adam Hill / Ben Smith Lead Head of Service: cross-cutting	24		19	16	21	11	9	20	tba* 10	2 30		11
Education (monthly) Lead Scrutiny Councillor: Lyndon Jones Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Jennifer Raynor Lead CMT: Nick Williams Lead Head of Service: cross-cutting	13	11		12	17	14	19	16	tba* 13	12	30	tba

Activity / Month	JUN 2019	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2020	FEB	MAR	APR	MAY
Child & Family Services (bi-monthly) Lead Scrutiny Councillor: Paxton Hood-Williams Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Elliot King Lead CMT: Dave Howes Lead Head of Service: Julie Thomas	26		28		28		18		tba* 24		27	
Development & Regeneration (bi-monthly) Lead Scrutiny Councillor: Jeff Jones Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Rob Stewart / Robert Francis-Davies Lead CMT: Martin Nicholls Lead Head of Service: Phil Holmes		17 31*			14	18		27		23		18
Natural Environment (quarterly) Lead Scrutiny Councillor: tbc Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: cross-cutting Lead CMT: Martin Nicholls Lead Head of Service: cross-cutting				25								
Public Services Board (twice yearly) Lead Scrutiny Councillor: Mary Jones Lead Scrutiny Officer: Bethan Hopkins Lead Cabinet Member: Rob Stewart Lead CMT: Phil Roberts Lead Head of Service: cross-cutting		4					4				22	
WORKING GROUPS:												
Brexit Lead Scrutiny Councillor: Peter Jones Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Rob Stewart Lead CMT: Adam Hill Lead Head of Service: cross-cutting				23								

Activity / Month	JUN 2019	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2020	FEB	MAR	APR	MAY
Staff Health & Well-being Lead Scrutiny Councillor: Cyril Anderson Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Clive Lloyd Lead CMT: Adam Hill Lead Head of Service: Sarah Caulkin												
Road Safety Lead Scrutiny Councillor: Steve Gallagher Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Mark Thomas Lead CMT: Martin Nicholls Lead Head of Service: Stuart Davies												
Digital Inclusion Lead Scrutiny Councillor: Lesley Walton Lead Scrutiny Officer: Liz Jordan Lead Cabinet Member: Andrew Stevens Lead CMT: Sarah Caulkin Lead Head of Service: Jo Harley												
REGIONAL SCRUTINY:												
ERW - Education through Regional Working (bi-annual) Lead Scrutiny Councillors: Mary Jones / Lyndon Jones Lead Scrutiny Officer: Michelle Roberts Lead Cabinet Member: Jennifer Raynor Lead CMT: Nick Williams Lead Head of Service: Helen Morgan-Rees Regional Lead: tbc	3			23				27			*tba	

Activity / Month	JUN 2019	JUL	AUG	SEP	OCT	NOV	DEC	JAN 2020	FEB	MAR	APR	MAY
Swansea Bay City Region Joint Scrutiny Committee (quarterly) Lead Scrutiny Councillor: Arwyn Woolcock (Neath Port Talbot) Swansea Scrutiny Councillors: Jan Curtice / Phil Downing / Jeff Jones Lead Scrutiny Officer: Jason Davies, Neath Port Talbot Council Lead Cabinet Member: Rob Stewart Lead CMT: Phil Roberts / Martin Nicholls Lead Head of Service: Phil Holmes	18			2	28			15		9		6

* denotes extra meeting

Information correct as of 03/09/19 10:04

Progress Report – Current Scrutiny Panels and Working Groups

1. Inquiry Panels:

These will undertake in-depth inquiries into specific and significant areas of concern on a task and finish basis, and will be expected to take around six months to complete to enable wide-ranging evidence gathering, and production of a final report with conclusions and recommendations for Cabinet (and other decision-makers).

a) **Equalities** (convener: Cllr Louise Gibbard)

Key Question: How effectively is the Council meeting and embedding the requirements under the Equality Act 2010 (Public Sector Duty for Wales)?

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

The final report produced by the Inquiry Panel was approved for submission to Cabinet by the Committee on 8 July, for decision. The report is scheduled to be presented to Cabinet on 19 September. Ahead of that a number of accessible versions of the scrutiny report are being prepared, including easy read, young persons, plain text and Welsh.

Projected End Date: Complete

b) **Procurement** (convener: Cllr Chris Holley)

Key Question: tbc

Progress Bar:

Planning				Evidence Gathering				Draft Final Report			

The first stage will be for a 'pre-inquiry' meeting which has been arranged for the 24 October this will involve an overview / briefing on the subject matter, with advice from relevant cabinet members / officers and existing research & information. This will help inform decisions about how scrutiny can contribute to improvement and the focus, scale and direction of any inquiry. If the Panel agrees an inquiry should be undertaken then it will then need to put together appropriate Terms of Reference for this work that may explore for example:

- effectiveness of process & strategy
- value for money / social value
- benefits to local economy

- impact of local procurement on regeneration / jobs
- financial savings to the Council
- collaboration

The inquiry will be expected to take up to six months to complete, as it will call for wide ranging evidence, and will lead to a report with conclusions and recommendations that will be presented to Cabinet.

2. 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	
Regional Working	16 Aug 2018	11	0	0	16 Oct 2019
Natural Environment*	18 Jul 2019	18	0	2	tbc

*this inquiry will be followed up within the work of the new Natural Environment Scrutiny Performance Panel

3. Performance Panels:

Performance Panels enable regular and structured in-depth monitoring of performance and challenge within these key areas:

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

This Panel meets every month. The recent meeting on 19 August looked at the End of Year Performance Monitoring Report 18/19 and Q1 Budget Monitoring 18/19, Revenue and Outturn Reports and the Savings Tracker. The Panel are closely monitoring the budget and its impact on performance. The next meeting in September will focus on Charges and Archives.

b) **Education** (convener: Cllr Lyndon Jones)

This Panel meets every month. In July, they visited Dylan Thomas Community Comprehensive School to look at good practice at the school in relation to how they improve the wellbeing of pupils in order to improve attainment. They will next meet on the 12 September where they will discuss the Elective Home Education and the item referred from the Scrutiny Programme Committee performance of free school meal pupils.

c) **Adult Services** (convener: Cllr Peter Black)

This Panel meets every month. A progress report appears separately in the agenda as Item No. 7.

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

This Panel meets every two months. The Panel met on 28 August and discussed Performance Monitoring, received an update on the action plan following the CIW Inspection Report and discussed the CIW Local Authority Performance Review and Letter. Its next meeting is on 28 October when it will receive a briefing on the Youth Offending Service, an update on progress with CAMHS and an update on the report to WG on Safe Looked After Children Reduction Strategy.

e) **Development & Regeneration** (convener: Cllr Jeff Jones)

This Panel meets every two months. On 17 July the Panel met to review the Wales Audit Office Report 'Local Government Services to Rural Communities'. The Panel wrote to the Cabinet Member and Ministers Ken Skates and Lesley Griffiths raising their concerns over lack of Broadband in rural areas and a successor to the Rural Development Programme with ends in 2020.

The recent meeting on 31 July had the usual dashboard update and provided the Panel with progress on these projects. There was also an update from Cabinet Member Mark Thomas and Stuart Davies Head of Highways and Transportation on Transport projects. The Panel have written to relevant Cabinet Members with their thoughts.

f) **Natural Environment** (convener: tbc)

This Panel will meet quarterly. The first meeting is scheduled for 25 September and will have an overview of the Councils current commitments in relation to the Natural Environment. The Panel will also elect their Convener and discuss the work plan.

g) **Public Services Board** (convener: Cllr Mary Jones)

This Panel will meet twice yearly. The Public Services Board Panel last met to discuss the new Governance Structure which has been put in place consider the Annual Review. The Panel will look forward to seeing the new action plans and more evidence of outcomes in future meetings.

4. Regional Scrutiny:

This is collaborative scrutiny with other Local Authorities for topics / issues of shared interest or concern, and models of regional working.

a) Education Through Regional Working

The Scrutiny Councillor Group will meet on the 23 September 2019 to:

- Discuss progress with reform programme and meeting the national mission with the Lead Chief Executive Phil Roberts
- Discuss the costed ERW business plan
- Speak to the ERW Lead for Digital Learning Systems
- Speak to the ERW Lead for Health and Wellbeing

They will move from 2 to 4 meetings a year to coincide with school terms and the dates of the ERW Joint Committee meetings.

b) Swansea Bay City Region

The Joint Scrutiny Committee meets on 2 September at the Civic Centre, Neath. The Committee will also have a site visit to the Homes as Power Stations (HAPs) Project.

In recent meetings the Joint Scrutiny Committee has discussed progress in relation to the various reviews that have been carried out, and financial and governance arrangements for the City Deal.

The Committee will meet in the following dates during 2019/20: 28 October; 15 January; 9 March and 6 May.

5. Working Groups:

a) Tourism (convener: Cllr Peter Jones)

The convener of the Working Group presented a report to Cabinet, on 18 July, which reflected on the Working Group meeting in May. A number of recommendations have been made by the Working Group, and a Cabinet response is awaited.

NEW TOPICS:

A number of new topics have been identified which will be dealt with through one-off Working Groups. These enable a 'light-touch' approach to specific topics of concern and will be planned as a one-off meeting (in the order shown below) primarily involving discussion with relevant cabinet member(s) / officer(s), and any other persons called, to gather information, ask questions, and give views / raise any concerns.

a) **Brexit** (convener: Cllr Peter Jones)

This Working Group will be held on 23 September. It will enable information, questions and discussion about Council preparedness and resilience; how this is being discussed; what plans / contingencies are being put in place given possible impact, relationship with Wales / UK Government, etc.

b) **Staff Health & Well-being** (convener: Cllr Cyril Anderson)

This will enable information, questions and discussion on how the Council supports members of staff; issues around staff sickness; pressures, etc.

c) **Road Safety** (convener: Steve Gallagher)

This will enable information, questions and discussion on hot spots; work to improve safety; preventative measures; speed controls; safety of cycling routes; partnership working, etc.

d) **Digital Inclusion** (convener: Cllr Lesley Walton)

This will enable councillors to follow up on the Working Group meeting originally held in March 2017. At that meeting the Working Group detailed a number of issues to be considered as part of a review of the Council's digital inclusion strategy. Councillors will be able to have a discussion around digital transformation, the Council's digital inclusion strategy, and how well prepared both the Council and the public is to use and communicate / engage via digital technology to avoid exclusion / poor access)



Report of the Chair

Scrutiny Programme Committee – 9 September 2019

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:	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
Lead Officer:	Tracey Meredith, Chief Legal Officer
Report Author:	Brij Madahar, Scrutiny Team Leader Tel: 01792 637257 E-mail: brij.madahar@swansea.gov.uk
Legal Officer:	Debbie Smith
Finance Officer:	Amanda Thomas

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 Scrutiny Programme Committee or conveners of panels / working groups, are published 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, e.g. letters relating to the Committee, Working Groups, and Inquiry Panel follow ups. Letters are included when cabinet member responses that were awaited are received or where a scrutiny letter did not require a response.
- 2.3 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.
- 2.4 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 also 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 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 year – see **Appendix 1**. The letters log also shows the average time taken by Cabinet Members to respond to scrutiny letters, and the percentage of letters responded to within timescale.
- 3.2 The following letter(s) are **attached** for discussion:

	Activity	Meeting Date	Correspondence
a	Committee (Housing Commissioning Review)	1 Aug	Letter to Cabinet Member for Homes & Energy

4. Legal Implications

4.1 There are no legal implications.

5. Financial Implications

5.1 There are no financial implications.

Background Papers: None

Appendices:

Appendix 1: Scrutiny Letters Log

Appendix 2: Correspondence between scrutiny and cabinet members

Scrutiny Letters Log (10 May 2019 - 28 May 2020)

Ave. Response Time (days): 17 (target within 21 days) % responses within target: 100

No.	Committee / Panel / Working Group	Meeting Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken	Reported to SPC (if applicable)
1	Adult Services Performance Panel	16-Apr	Adult Services Improvement Plan and follow up on recommendations in WAO report on commissioning of accommodation services	Care, Health & Ageing Well	13-May	22-May	9	n/a
2	Child & Family Services Performance Panel	29-Apr	Performance Monitoring and WG's LA LAC Reduction Expectation	Children Services - Early Years	14-May	n/a	n/a	n/a
3	Committee	08-Apr	Cabinet Member Q & A Session	Better Communities	03-Jun	n/a	n/a	08-Jul
4	Schools Performance Panel	02-May	Joint Schools and Child and Family Services to look at outcomes of LAC	Education Improvement, Learning & Skills	10-Jun	01-Jul	21	n/a
5	ERW Scrutiny Cllr Group	03-Jun	ERW Improvement Programme	Education Improvement, Learning & Skills	24-Jun	23-Jul	n/a	n/a
6	Service Improvement & Finance Performance Panel	24-Jun	WAO Data Use	Business Transformation & Performance (Deputy Leader)	04-Jul	24-Jul	20	n/a

7	Adult Services Performance Panel	20-Jun	Work Programme and correspondence received by convener	Care, Health & Ageing Well	08-Jul	26-Jul	18	n/a
8	Adult Services Performance Panel	20-Jun	WAO report on Housing Adaptations	Homes & Energy	08-Jul	29-Jul	21	n/a
9	Child & Family Services Performance Panel	26-Jun	Cabinet Member Q & A Session and draft work programme	Children Services - Early Years	10-Jul	n/a	n/a	n/a
10	Committee	13-May	Cabinet Member Q & A Session	Delivery	11-Jul	01-Aug	21	12-Aug
11	Committee	13-May	Cabinet Member Q & A Session	Investment, Regeneration & Tourism	12-Jul	01-Aug	20	12-Aug
12	Public Services Board Performance Panel	04-Jul	Governance Structure and Annual Report	Chair of Public Services Board	16-Jul	n/a	n/a	
13	Service Improvement & Finance Performance Panel	13-May	Commissioning Review Update - Q3 Performance Monitoring Report	Business Transformation & Performance (Deputy Leader)	25-Jul	15-Aug	21	n/a
14	Development & Regeneration Performance Panel	17-Jul	WAO Services to Rural Communities	Investment, Regeneration & Tourism	30-Jul	22-Aug		
15	Education	11-Jul	Dylan Thomas School re: wellbeing	Education Improvement, Learning & Skills	31-Jul	05-Aug	5	n/a

16	Development & Regeneration Performance Panel	17-Jul	WAO - LG services to rural communities - Ken Skates	Investment, Regeneration & Tourism	20-Aug			
17	Development & Regeneration Performance Panel	17-Jul	WAO - LG services to rural communities - Lesley Griffiths	Investment, Regeneration & Tourism	20-Aug			
18	Committee	01-Aug	Housing Commissioning Review Progress	Homes & Energy	21-Aug	n/a	n/a	09-Sep
19	Development & Regeneration Performance Panel	31-Jul	Dashboard Update	Economy & Strategy (Leader)	23-Aug	n/a	n/a	n/a
20	Development & Regeneration Performance Panel	31-Jul	Transport Update	Environment & Infrastructure Management	28-Aug	n/a	n/a	n/a
21	Service Improvement & Finance Performance Panel	19-Aug	Finance Reports	Economy & Strategy (Leader)	30-Aug			
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**To/
Councillor Andrea Lewis
Cabinet Member for Homes &
Energy**

BY EMAIL

cc Cabinet Members

*Please ask for:
Gofynnwch am:*

*Direct Line:
Linell Uniongyrochol:*

*e-Mail
e-Bost:*

*Our Ref
Ein Cyf:*

*Your Ref
Eich Cyf:*

*Date
Dyddiad:*

Scrutiny

01792 637257

scrutiny@swansea.gov.uk

SPC/2019-20/3

21 August 2019

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member following the meeting of the Committee on 1 August 2019. It is about the Housing Commissioning Review.

Dear Councillor Lewis,

Housing Commissioning Review – 1 August

Thank you for attending the Scrutiny Programme Committee on 1 August 2019 following our request to discuss progress with the Housing Commissioning Review. We appreciate the time given to us by lead officers, taking us through the process, findings to date, and emerging proposals.

We were pleased that you provided a written paper in advance of the meeting and welcomed the presentation, which helped us to get a sound understanding of what this review has been about and the likely future direction of the Housing Services. We realise that there are some big decisions ahead, which we noted would be subject to consultation in due course.

You stressed that the review is about improving and modernising the way the Council delivers the housing service and ensuring it is sustainable for the future. We noted that it was different from other commissioning reviews because it started with the standpoint that the service will stay in-house, as agreed by the Council tenants previously.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE

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

We noted from your report to us, and presentation made by the Head of Service, Mark Wade:

- aims of the review
- service priorities
- stakeholder engagement
- headline review findings
- findings for specific services,
- sustainability of district housing offices
- conclusions; and
- steps that need to be taken to modernise

We are writing to you to reflect on what we learnt from the discussion, and to give our feedback on the initial findings of the Housing Commissioning Review, highlighting any outstanding issues / actions for your response. The main issues are summarised below:

Sustainability of District Housing Offices (DHOs)

One of the issues that grabbed our attention was hearing that there are proposals to close three DHOs (Penlan, Eastside and West Cross), and possible co-location of another with the Library Service as part of the Services in the Community project.

The Committee was concerned about the impact this may have and asked how you envisaged the reduction of DHO presence would work in practice. You stressed to the Committee that this was not a reduction in service but a measure to help sustain the service to tenants. We heard that Housing Services would continue to be provided from the nearest housing offices, and Neighbourhood officers would make more home and estate visits. You added that housing advice / rent surgeries were proposed for local community buildings, for tenants who may not want a home visit. Tenants would still be able to pay their rent in local post offices, shops displaying the payzone sign, online, over the phone and by direct debit, or by calling into other District Housing Offices or the Civic Centre.

We also felt that the Housing Service needed to embrace mobile technology more. You added that the use of new technologies was being rolled out, e.g. enabling greater mobile / on-line access and more agile working, and officers can go out to tenants when needed, and tenants can pay rent via a number of different ways. We would expect to see an implementation plan for this roll-out.

We also asked you whether the closure of three DHOs would signal further closures down the line, but you were clear that there were no plans to reduce the DHO footprint further. Furthermore, we noted that the Penlan District Office building could still be used for back office purposes / agile working space.

We also asked about the impact on staff from the possible closures and were told that no reduction in staffing was envisaged, however, there may be some change to job roles.

Some concern was raised about the extent of consultation to date with local councillors who may be affected by proposals, and the Head of Service stated he would look into this, and ensure that there is engagement with all relevant councillors.

Impact of Universal Credit

We discussed the impact the introduction of Universal Credit has had on rent arrears and what is being done to address this, including the potential for more work with the Welfare Rights Team. You stated that Universal Credit is a challenge facing the service and impacts on the amount of Housing Revenue Account (HRA) income available to run services and invest in estates.

We noted that there is already a good relationship between Housing and the Welfare Rights Unit and you recognised the need to consider how closer working can be developed further. You stated that Housing do have a small number of rent officers dedicated to deal specifically with rent arrears as a result of Universal Credit, but it does take up a lot of officer time because cases are so complex. We noted that Housing has rolled out training on Universal Credit to all relevant operational officers.

We can see you have already recognised the need to increase resources and reconfigure the Rents Team in order to offer early support to tenants and minimise the overall impact of arrears on the HRA business plan and tenants themselves. We felt that the service had a case to employ more staff to work thorough the issues with tenants. We would expect that one of the outcomes of the Commissioning Review will be a clear strategy for increasing resources aimed at assisting tenants with the transition and reducing rent arrears.

Housing Management Costs

Your report showed that research has been undertaken in order to compare our housing management costs with other local authorities. We noted that comparison was difficult as many services are split across different portfolios, structured differently, have different demand issues, and do not operate a 24/7 landlord presence etc.

You referred to data from 11 stock holding local authorities for 18/19 HRA spend on management costs per property. Although we noted that out of the 11 authorities, Swansea was in the mid-range with an average cost per property of £1,146, the figure seems high. It would be helpful if your report can show a typical breakdown of our figure to help explain the costs involved.

Maintenance of Tenants' Gardens

We picked up on proposed changes in the help available for those that cannot tend their gardens. We noted that because of demand and resources the 'Tend and Mend' Service is only able to achieve one cut per year, instead of three. You reported that consideration is being given to altering existing criteria so that the service would be provided to those aged over 70 or with a qualifying disability, as well as exploring alternatives including a garden tool hire scheme and working with the Local Area Coordinators to identify any opportunities for community run initiatives.

You felt this should ensure the garden cutting scheme can continue to provide a service to those that need it whilst redirecting demand from those tenants who are able to carry out the work themselves or who may have family who can provide assistance.

The experience of Garden Tool Hire in Townhill between the DHO and the community run development trust (a social enterprise) could be explored and expanded to consider how such a model could support wider community needs. These could include garden and household maintenance at low cost, development of apprenticeship opportunities etc.

A suggestion was also made about the potential for gardens that people do not want to tend being made available to the community for community growing or community benefit.

Tenant Consultation and Stakeholder Engagement

We noted that there has already been a range of consultation and engagement activities as part of the Commissioning Review, but that there will be formal consultation with tenants on the review findings and recommendations that will be made to Cabinet later in the year.

We heard that in June, all tenants and leaseholders were invited to provide responses on the proposals to reduce the number of District Housing offices via written feedback slips, online, or by attending events in the local District Housing Offices. Whilst there was some concern by the Committee at the response rate (the number of responses totalled just under 150) we were reassured that more work was planned with tenants. You stressed that the Housing Service does listen and engage with tenants and is always striving to improve the service based on tenant views.

There are numerous references in your report to tenants and service users as customers. We felt it was important to recognise that many service users are our most vulnerable citizens whose only recourse may be to seek shelter from the council or go homeless. As such the term 'customer' may be something of a misnomer to describe the relationship between service users and the Council.

Whilst you stated that the service is always aiming for the highest satisfaction rates we felt that it would help to have clearly defined service user satisfaction rates across the Housing Service. We would encourage the service to be setting minimum targets for 'customer' satisfaction to further develop consultation & engagement and monitoring of performance.

There were some areas where survey respondents have expressed dissatisfaction in their responses. It would be helpful to be able provide breakdown or grouping of the areas of dissatisfaction (these could be service wide trends, attitudes, or discreet elements of the service such as furniture pack delivery) in order to improve reporting of 'customer' satisfaction and transparency. We recognise the vital work carried out by the Housing Service and services provided to some of the most vulnerable in society. We would encourage the service to provide clear evidence that they are aspiring to the highest operational standards, with safeguards and remedial action where standards can be improved.

Housing Application, Assessment and Waiting List

You reported that there is a need to overhaul the housing application, assessment and waiting list process as well as improving the way the customer can access this service including information on properties and estates online. This will help manage customer expectation of realistic housing options/likely waiting times, minimise the time a property remains empty, reduce an officer's time spent making abortive offers due to no contacts and the customer not really wanting the area they originally chose.

We recognised that reviewing this process will be a significant undertaking and noted that a points system would need to continue for those in greatest need, first priority being those presenting as homeless.

Introducing Charges

There was some concern about possible charges outlined in your report:

- Missed furniture pack delivery charge - we heard that you are considering charging for missed furniture pack deliveries for the furnished tenancy scheme, due to a high number of aborted deliveries as the tenant does not turn up at the allocated slot. This has a big impact on the number of deliveries completed in a day and staff time. However, this could be difficult for people who are already on low income and dealing with multiple issues. You explained that there is a high cost to the council of aborted deliveries of furniture pack and therefore a minimal charge could be made in advance, once one pre-arranged delivery has been missed. This should encourage those tenants to be there when the subsequent delivery is made. We were told that this was not about increasing income but encouraging people to be in when the delivery is made.

- TV Licences – you are considering phasing out of paying for TV licences for new sheltered housing tenants and reviewing the scheme for existing tenants. We noted that currently some tenants in sheltered housing do not fit the criterion to receive free TV licences in this accommodation and therefore require one of their own. You felt it was necessary for the Council to consider whether it should stop paying altogether.

Your Response

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

We intend to carry out pre-decision scrutiny of your final report on the Housing Commissioning Review ahead of reporting to Cabinet, and will follow up on the points raised in this letter. We understand the report is currently scheduled for 21 November. Again, we would appreciate the chance to look at this report at the earliest opportunity.

Yours sincerely,



COUNCILLOR MARY JONES

Chair, Scrutiny Programme Committee

✉ cllr.mary.jones@swansea.gov.uk

Agenda Item 12

Audit Committee Work Plan (FOR INFORMATION)

This report provides the Audit Committee work plan for 2019/20.

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.

Terms of Reference	11 June 2019	13 August 2019	16 September 2019	8 October 2019	10 December 2019	11 February 2020	14 April 2020
Training		Financial Management & Accounting		External Audit Risk Management	Internal Audit	Counter Fraud	Governance
Governance and Assurance	Election of Chair & Vice Chair Audit Committee Training Programme 2019/20 Audit Committee Terms of Reference	Draft Annual Governance Statement Progress addressing WAO Recommendations relating to Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities. (For Information) Progress in implementing the Recommendations of the Wales Audit Office Review of Housing Adaptations in Wales Report. (For Information) Wales Audit Office Report - Local Government Services to Rural Communities. (For Information) Local Government Services to Rural Communities. (For Information)		Chair of Scrutiny Programme Committee Draft Audit Committee Annual Report 2018/19 Audit Committee Review of Performance 2018/19 Action Plan - Draft	AC Performance Review 18/19 Action Plan Update	AC Performance Review 18/19 Action Plan Update	AC Performance Review 18/19 Action Plan Update
Internal Audit	Internal Audit Annual Plan 2018/19 - Monitoring Report for the Period 1 January 2019 to 31 March 2019 Service Centre - Accounts Receivable - Update at May 2019	Internal Audit Annual Report 2018/19 Internal Audit Annual Plan 2019/20 Monitoring Report For the Period 1 April 2019 to 30 June 2019 Internal Audit Recommendation Follow-up Report Q1 2019/20 Internal Audit Moderate Rating Follow Up Report - Young People's Services 2019/20. (Verbal)		Annual Report of School Audits 2018/19 Director of Education response to Schools Audit Report	Internal Audit Monitoring Report Q2 2019/20 Recommendation Tracker Report 2018/19 (for both IA and EA recommendations)	Internal Audit Monitoring Report Q3 2019/20 Internal Audit Annual Plan Methodology Report 2019/20	Internal Audit Charter 2020/21 Internal Audit Annual Plan 2020/21 Social Care Contracts Update

Audit Committee Workplan 2019/20

Risk Management & Performance	Overview of the Overall Status of Risk Report Q4 2018/19 Corporate Risk Policy & Framework	Overview of the Overall Status of Risk Report Q1 2019/20		Performance management framework Partnership performance WAO Proposals for Improvement Report – Six Month Update	Overview of the Overall Status of Risk Report Q2 2019/20 Digital Strategy – progress and performance. WAO Local Government Use of Data Report – CCS	WAO Proposals for Improvement Report – Six Month Update Overview of the Overall Status of Risk Report Q3 2019/20	Local Government Use of Data Report - CCS
Counter Fraud				Corporate Fraud Annual Report 2018/19			Corporate Fraud Annual Plan 2020/21
Operational matters / key risks				Update on Internal Control Environment (incl risk management) – Director of Education	Update on Internal Control Environment (incl risk management) – Director of Social Services	Update on Internal Control Environment (incl risk management) – Director of Place	Update on Internal Control Environment (incl risk management) – Deputy Chief Executive and Director of Resources
External Audit Page 97		Draft ISA 260 Report City and County of Swansea - Audit Enquiries to Those Charged with Governance and Management.	Wales Audit Office - Review of Audit Committee Effectiveness	Wales Audit Office Recommendations Following Review of Audit Committee Effectiveness	WAO Annual Audit Letter 2017/18	WAO Grants Report 2017/18	Audit Committee Review of Performance 2018/19 WAO Annual Audit Plan 2018/19 CCS & Pension Fund
Financial Reporting		Draft Statement of Accounts 2018/19 – CCS Revenue Financial Outturn 2018/19		Budget Report Treasury Management Strategy Report & Mid-Year Update Treasury Management	Budget Report Review of Reserves Report Trusts & Charities Report 2018/19 Treasury Management Annual Report 2018/19		Budget Report

Note: Audit Committee Action Tracker Report and Audit Committee Workplan will be included as agenda items at each meeting. An update from WAO will also be on the agenda for each meeting.

Reports Carried Over to 2020-2021 Municipal Year

Terms of Reference	Report Title
Risk Management & Performance	Overview of the Overall Status of Risk Report Q4 2019/20

Agenda Item 13

Date and Time of Upcoming Panel / Working Group Meetings

10 September – 14 October

- a) 12 September at 4.00pm – Education Scrutiny Performance Panel (Committee Room 3A, Guildhall)
- b) 16 September at 10.00am – Service Improvement and Finance Scrutiny Performance Panel (Committee Room 5, Guildhall)
- c) 23 September at 10.00am – Education Through Regional Working (ERW) Scrutiny Councillor Group (Ceredigion County Council, County Hall, Market Street, Aberaeron)
- d) 23 September at 3.30pm – Brexit Scrutiny Working Group (Committee Room 5, Guildhall)
- e) 24 September at 4.00pm – Adult Services Scrutiny Performance Panel (Committee Room 3A, Guildhall)
- f) 25 September at 10.00am – Natural Environment Performance Panel (Committee Room 5, Guildhall)
- g) 14 October at 10.00am – Development and Regeneration Performance Panel (Committee Room 5, Guildhall)