

# DINAS A SIR ABERTAWE

## HYSBYSIAD O GYFARFOD

Fe'ch gwahoddir i gyfarfod

## PWYLLGOR RHAGLEN CHRAFFU

**Lleoliad:** Ystafell Bwyllgor 3A, Neuadd y Ddinas, Abertawe

**Dyddiad:** Dydd Llun, 13 Chwefror 2017

**Amser:** 4.00 pm (SYLWER AR YR AMSER DECHRAU NEWYDD)

**Cadeirydd:** Y Cyngorydd Mary Jones

### **Aelodaeth:**

Cynghorwyr: C Anderson, U C Clay, A C S Colburn, S E Crouch, N J Davies, C R Evans, E W Fitzgerald, F M Gordon, T J Hennegan, C A Holley, J W Jones, E J King, D J Lewis, G Owens a/ac G J Tanner

### **Aelodau Cyfetholedig:**

D Anderson-Thomas a/ac P R Hood-Williams

Mae croeso i chi siarad Cymraeg. Os ydych yn dymuno siarad Cymraeg, dywedwch wrthym erbyn canol dydd y diwrnod gwaith cyn y cyfarfod.

Crynodeb: Dyma becyn agenda cyfarfod Pwyllgor y Rhaglen Graffu a gynhelir ar 13 Chwefror 2017. Y prif eitemau fydd Gwasanaethau'r Genhedlaeth Nesaf, Trechu Tlodi ac Ysgolion.

## AGENDA

Rhif y Dudalen.

- 1 Ymddiheuriadau am absenoldeb.**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.**  
[www.abertawe.gov.uk/DatgeliadauBuddiannau](http://www.abertawe.gov.uk/DatgeliadauBuddiannau)
- 3 Gwahardd pleidleisiau chwip a datgan chwipiau'r pleidiau.**
- 4 Cofnodion:** **1 - 6**  
Cymeradwyo a llofnodi cofnodion y cyfarfod(ydd) blaenorol fel cofnod cywir.
- 5 Cwestiynau gan y cyhoedd.**  
Cwestiynau i aelodau'r cabinet sy'n bresennol neu i gadeirydd y pwyllgor ynglŷn â'r Rhaglen Waith Craffu.
- 6 Sesiwn Holi Aelod y Cabinet: Aelod y Cabinet dros Wasanaethau'r Genhedlaeth Nesaf (Y Cyng. Andrea Lewis).** **7 - 31**

- 7 Adroddiad yr Ymchwiliad Craffu Terfynol: Trechu Tlodi (Y Cynghorydd Sybil Crouch, cynullydd). 32 - 60**
- 8 Adroddiadau Cynnydd y Panel Perfformiad Craffu: 61 - 64**  
 (a) Ysgolion (Y Cynghorydd Fiona Gordon, Cynullydd).
- 9 Rhaglen Waith Craffu 2016/17. 65 - 94**  
 Trafodaeth ar y canlynol:  
 (a) Cynllun gwaith y pwyllgor.  
 (b) Cyfleoedd am graffu cyn penderfynu  
 (c) Cynnydd â'r paneli craffu a'r gweithgorau cyfredol.
- 10 Aelodaeth paneli a gweithgorau craffu. 95 - 96**
- 11 Llythyrau craffu. 97 - 124**

	Gweithgaredd	Dyddiad y Cyfarfod	Gohebiaeth
a	Pwyllgor (Sesiwn Holi Aelod y Cabinet)	12 Rhagfyr	Llythyr at/oddi wrth Aelod y Cabinet dros Oedolion a Phobl Ddiamddiffyn
b	Ymholiad Cynhwysiad Addysg (gwaith dilynol)	3 Ionawr	Llythyr at Aelod y Cabinet dros Addysg
c	Pwyllgor (Sesiwn Holi Aelod y Cabinet)	9 Ionawr	Llythyr at/oddi wrth Aelod y Cabinet dros Gyllid a Strategaeth
ch	Gweithgor Digwyddiadau Dinesig	dd/b	Llythyr at Aelod y Cabinet dros Drawsnewid a Pherfformiad

- 12 Adborth o ddigwyddiadau craffu diweddar.**
- 13 Digwyddiadau craffu sydd ar ddod.**
- 14 Cynllun Gwaith y Pwyllgor Archwilio (Er Gwybodaeth). 125 - 126**
- 15 Dyddiad ac amser cyfarfodydd pwyllgor ar gyfer blwyddyn ddinesig 2016/17 (pob un am 4.30pm).**

9 Mawrth 2017 (arbennig)	13 Mawrth 2017	10 Ebrill 2017
-----------------------------	----------------	----------------

- 16 Dyddiad ac amser cyfarfodydd paneli/gweithgorau sydd ar ddod.**

Pwnc	Dull	Dyddiad	Amser	Lleoliad Canolfan Ddinesig (CDd) Neuadd y Ddinas (NDd)
Gwasanaethau Plant a Theuluoedd	Craffu Cyn Penderfynu	13 Chwefror	11.30 am	Ystafell Bwyllgor 3B (NDd)
Bwrdd y Gwasanaethau Cyhoeddus	Panel Perfformiad	15 Chwefror	10.00 am	Ystafell Bwyllgor 5 (NDd)
Ysgolion	Panel Perfformiad	16 Chwefror	4.00pm	Ystafell Bwyllgor 6 (NDd)
Panel Ymchwiliad: Pa mor Barod yw Plant i ddechrau'r Ysgol	Fynd i'r Ysgol	20 Chwefror	4.00pm	Ystafell Gyfarfod 235 (NDd)
Panel Perfformiad Gwella Gwasanaethau	a Chyllid	22 Chwefror	10.00 am	Ystafell Bwyllgor 5 (NDd)
Panel Perfformiad	Gwasanaethau Plant a Theuluoedd	27 Chwefror	10.00 am	Ystafell Bwyllgor 3A (NDd)
Ein Rhanbarth ar Waith	Grŵp Cynghorwyr Craffu Rhanbarthol	27 Chwefror	10.00 am	Aberaeron (Cyngor Ceredigion yn ei gynnal)
Rheoli perygl llifogydd lleol	Gweithgor	1 Mawrth	10.00 am	Ystafell Bwyllgor 5 (NDd)
Cynhwysiad Digidol	Gweithgor	6 Mawrth	5.00pm	Ystafell Bwyllgor 3B (NDd)
Panel Perfformiad	Gwasanaethau i Oedolion	8 Mawrth	2.00pm	Ystafell Bwyllgor 3B (NDd)

**Cyfarfod nesaf:** Dydd Iau, 9 Mawrth 2017 ar 4.30 pm

Mae croeso i aelodau'r cyhoedd ddod i'r cyfarfodydd panel/gweithgor uchod. Cysylltwch â'r Tîm Craffu os hoffech ddod.

**Cysylltu â'r Tîm Craffu:**

Ystafell Gaerloyw, Neuadd y Ddinas, Abertawe SA1 4PW (Ffôn 01792 637732)

**Gwefan:** [www.abertawe.gov.uk/craffu](http://www.abertawe.gov.uk/craffu)

**Twitter:** @craffuabertawe

**E-bost:** [www.abertawe.gov.uk/craffu](mailto:www.abertawe.gov.uk/craffu)

**Blog:** [www.swanseascrutiny.co.uk](http://www.swanseascrutiny.co.uk)

**Hoffwch ni ar Facebook:** [www.facebook.com/swanseascrutiny](http://www.facebook.com/swanseascrutiny)



**Huw Evans**

**Pennaeth Gwasanaethau Democraidd**

**Dydd Mawrth, 7 Chwefror 2017**

---

**Cyswllt: Y Gwasanaethau Democraidd Ffôn (01792) 636923**

## CITY AND COUNTY OF SWANSEA

### MINUTES OF THE SCRUTINY PROGRAMME COMMITTEE

HELD AT COMMITTEE ROOM 3A, GUILDHALL, SWANSEA ON  
MONDAY, 9 JANUARY 2017  
AT 4.30 PM

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

**Councillor(s)**

C Anderson  
N J Davies  
F M Gordon  
P M Meara

**Councillor(s)**

A C S Colburn  
C R Evans  
T J Hennegan  
G J Tanner

**Councillor(s)**

S E Crouch  
E W Fitzgerald  
J W Jones

**Co-opted Member(s)**

D Anderson-Thomas

**Co-opted Member(s)**

C A Holley

**Co-opted Member(s)**

P R Hood-Williams

**Officer(s)**

Mike Hawes  
Brij Madahar  
Debbie Smith  
Jeremy Parkhouse  
Kate Jones

Director of Resources / Section 151 Officer  
Scrutiny Co-ordinator  
Interim Deputy Head of Legal & Democratic Services.  
Democratic Services Officer  
Democratic Services Officer

**Apologies for Absence**

Councillor(s): U C Clay

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

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

Councillor C R Evans – Minute No 121 – employed by Barnados, a Partner in the Post 16 Service. - personal

117 **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.

118 **MINUTES.**

**RESOLVED** that the Minutes of the Scrutiny Programme Committee held on 12 December 2016 be approved as a correct record.

119 **PUBLIC QUESTION TIME.**

There were no public questions.

120 **CABINET MEMBER QUESTION SESSION: LEADER / CABINET MEMBER FOR FINANCE & STRATEGY (COUNCILLOR ROB STEWART).**

Councillor R C Stewart, Leader / Cabinet Member for Finance & Strategy, provided an address on his Cabinet Portfolio which highlighted the following key areas: -

1) City Deal – The proposals put forward to Central Government for a City Deal for Swansea were outlined. The City Deal was based upon attracting new industries and technology and was projected to create a significant number of new jobs to the region. The City Deal included 11 individual projects with a geographical spread between the partner Authorities. The projects in Swansea included:- Digital District on the Kingsway, Life Science Campus at Morriston Hospital, Digital Arena and Square in the City Centre, and the Innovation Quarter in SA1. The Leader highlighted the 'Homes as Power Stations Initiative' which will focus on sustainable energy efficient homes. He also talked about work led by Sir Terry Matthews to encourage and help graduates in the area to start up, develop and grow their business ideas in this region. He stated that one of the City Deal projects related to the development of 5<sup>th</sup> Generation communication networks. The Leader stated that the City Deal would represent significant investment and economic growth for the region and a decision from the UK government was expected in the next few weeks.

2) Budget – The budget was currently out for consultation and was scheduled to be agreed by Council in February 2017. It was highlighted that there was a £16 M budget deficit and certain areas, particularly social care were in need of increased spending of approximately 4%. Improvements and savings were being made from Commissioning Reviews and departments such as Corporate Services were out-performing on savings targets. On the whole, progress was being made, however this still remained the 3<sup>rd</sup> most difficult year on record in terms of savings which had to be achieved. The Committee noted that the draft budget would be presented to Council on 23 February. It was also noted that there had been an agreement to pool the investments of the 8 regional Pension Funds to reduce administration costs of each fund. A joint committee to oversee this arrangement was in the process of being set up. It was clarified that each fund would retain its distinct identity and the administering authorities would remain responsible for complying with the Local Government Pension Scheme regulations and pension's legislation in respect of their members.

3) Regionalisation Agenda – Consideration must be given to which footprint to follow in the future for collaboration. The Welsh Government has asked for Council's views on the best way forward given that there are already a number of different regional partnership approaches e.g. Western Bay, City Region and Education through Regional Working using different footprints, with a view to creating one consistent footprint.

The Leader responded to questions from the Committee regarding the demolition of the Oceana building. Concern was expressed regarding the contract for inspecting

the building for asbestos and need or scrutiny. The Leader commented the asbestos contained within Oceana was very unusual and had been used in a very unique way. He also pointed out that there was no purchase price for the building but the Authority had entered into a lease exchange agreement. He emphasised that without the acquisition of Oceana, investment on the Kingsway as part of the City Deal could not be delivered. It was added that the overall position was still very positive.

Following discussion about scrutiny and the involvement of the Development Cabinet Advisory Committee in this matter, it was agreed that the Scrutiny Programme Committee would examine the demolition asbestos survey / contract award in respect of the Oceana building, and request access to any relevant documents.

Questions and discussions with the Leader focussed on the following: -

- City Deal (including financial contributions by partners / different sectors, comparisons with the Cardiff City Deal);
- Success of Techniums;
- Kingsway development and further demolition of buildings on the Kingsway / Oxford Street (adjacent to Oceana) as part of the overall scheme;
- Proposed Student Complex on the Kingsway;
- The creation of high quality, flexible and useable office space in the City Centre to address current deficiency;
- Agreements in place to bring businesses to the Kingsway, and commitments from the private sector;
- Increasing the number of people working and living in the City Centre;
- Approach to Houses in Multiple Occupation and controls
- Relocation of Civic Centre and Central Library and Accommodation Strategy;
- Confirmed developments within the City Centre including Mariner Street, High St. Urban Village, Parc Tawe, Castle Square and St David's;
- 5<sup>th</sup> Generation Networks.

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

## 121 **SCRUTINY PERFORMANCE PANEL PROGRESS REPORTS.**

Councillor Paxton Hood-Williams, Convener, provided an update regarding the work that has been undertaken in relation to Child and Family Services Performance Panel. He summarised the key achievements / impact as noted in the report.

The Convener highlighted the following: -

- The reduction in the number of Looked After Children which is positive progress
- Continuing monitoring of the Western Bay Service
- The development and progress of the Post 16 Service which should deliver enhanced outcomes for children.

- Data and outcome reports to monitor the Post 16 Service
- Relocation of Post 16 Service to a more one stop shop for children

The committee was interested that the Panel has asked whether it is feasible for a case conference to be recorded and shown to the Panel to help it to better understand the care review process. Committee members suggested that this would be of benefit to all councillors.

**RESOLVED** that the update be noted

122 **SCRUTINY WORK PROGRAMME 2016/17.**

The Chair presented the Scrutiny Work Programme 2016/2017.

The Scrutiny Coordinator informed the Committee that the Scrutiny Team would be losing 2 members of the staff in the next few weeks, which would have an impact on the Work Programme. Any decisions on the Work Programme would need to take account of short-term pressures on support, whilst recruitment of new officers was being arranged. As a consequence it was proposed that the Partnership & Collaboration Inquiry Panel, which has not yet started, be put on hold.

The Committee considered a request for scrutiny from Councillor Ioan Richard to look at the topic of Renewable Energy. It was agreed to add this to the work programme however subject to time and resources may need to be held over to the new municipal year.

It was noted that the anticipated Cabinet report on Castle Square was now listed for February's Cabinet meeting therefore can be dealt with at the committee meeting on 13 February for pre-decision scrutiny.

The Chair advised that an item would be added to the 13 March Committee to discuss the approach to future Commissioning Reviews with the Director – Place. It was also proposed that a special meeting be arranged to consider Crime and Disorder Scrutiny, currently listed for the 13 March 2017.

Confirmation was also sought regarding an imminent Cabinet report on an Accommodation Strategy, indicated by the Leader, as it was not yet shown in the cabinet forward plan.

**RESOLVED** that:-

- 1) The contents of the update be noted;
- 2) The Chair of the Scrutiny Programme Committee writes to the two members of staff leaving to thank them for their work on behalf of scrutiny;
- 3) The Partnerships & Collaboration Scrutiny Inquiry be put on hold;
- 4) The Chair of the Scrutiny Programme Committee writes to Councillor Ioan Richard regarding his request for a Scrutiny Working Group to look at Renewable Energy;
- 5) A special meeting be scheduled for the Crime and Disorder Scrutiny.

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

The Chair presented a report outlining proposed revisions to the scrutiny panel / working group memberships.

**RESOLVED** that the following amendments to the panel / groups, as outlined in the report be endorsed:

- Tackling Poverty Inquiry Panel – Remove Gloria Tanner
- Digital Inclusion Working Group – membership be agreed as follows:

**Labour Councillors: 2**

Geraint Owens	Lesley Walton (convener)
---------------	--------------------------

**Liberal Democrat Councillors: 3**

Chris Holley	Paul Meara
Jeff Jones	

**Independent Councillor: 1**

David Cole	
------------	--

**Conservative Councillor: 1**

Tony Colburn	
--------------	--

124 **SCRUTINY LETTERS.**

The Chair reported the Scrutiny Letters Log.

Councillor C A Holley discussed the letter he sent to the Cabinet Member from the Planning Working Group which highlighted some concerns including Section 106 agreements, the Call-In procedure and Pre-Application Advice Fees. Councillor Holley stated that he wished to convene a meeting of the Working Group to discuss the Cabinet Member's response to the Group's letter and draft a reply. This was agreed by the Committee. As a result of the Working Group it was noted that the Service Improvement & Finance Performance Panel would now be including the Planning Annual Performance Report in its work plan.

**RESOLVED** that the Scrutiny Letters Log and update be noted.

125 **FEEDBACK FROM RECENT SCRUTINY EVENTS.**

There had been no recent Scrutiny Events.

126 **UPCOMING SCRUTINY EVENTS.**

There were no upcoming Scrutiny events.

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

The Audit Committee Work Plan for 2016/2017 was noted.



128 **DATE AND TIME OF FUTURE COMMITTEE MEETINGS FOR 2016/17 MUNICIPAL YEAR (ALL AT 4.30 PM).**

The dates and times of future Committee meetings for the 2016/2017 Municipal Year were noted.

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

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

The meeting ended at 6.00 pm

**CHAIR**

## Report of the Chair

Scrutiny Programme Committee – 13 February 2017

### CABINET MEMBER QUESTION SESSION

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

#### 1. Introduction

- 1.1 One of the most important roles that scrutiny carries out is holding the council's cabinet to account. The cabinet is made up of the Leader and 9 additional councillors, appointed by the Leader, who are allocated specific responsibilities.
- 1.2 By acting as a 'critical friend' scrutiny has the opportunity to challenge the cabinet and individual cabinet members on their actions and monitor performance in relation to their areas of responsibilities.
- 1.3 Cabinet Member Question Sessions have become a feature of committee meetings over the past 5 years. At least one cabinet member is scheduled to appear at each committee meeting, ensuring all 10 Cabinet Members appear before the committee over the course of a year, in order to ask questions on their work. Questions will focus on their priorities, actions, achievements and impact.

## **2. Cabinet Member Question Session**

2.1 The following Cabinet Member will appear before the committee:

- a) Councillor Andrea Lewis – Cabinet Member for Next Generation Services

Within this Cabinet portfolio, she is responsible for:

- Commercial Services: Identify & Implement New Commercial Models
- Council House Management
- Council House Repairs
- Councillors Community Budget Schemes
- District Heating Schemes
- Energy Schemes
- Future Generations Bill (link with Wellbeing & Healthy City)
- Housing Policy, Affordable Housing & Housing Options
- Housing Renewal Schemes
- Housing Renewals and Adaptations
- Improve Procurement Frameworks
- School Building Programme - Quality in Education (QEd) 2020 (link with Education)
- Sheltered Housing (Link with Adults & Vulnerable People)
- Sustainable Development
- Welsh Housing Quality Standard

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

## **3. Approach to Questions**

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

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

3.2 The committee is also interested in:

- Sustainability and future trends - to what extent long-term thinking is influencing work / decisions, in light of the Well-being of Future Generations Act?
- Public Services Board (PSB) – what is the relationship with the work of the PSB? how is the work of the PSB impacting on their portfolio and helping them to deliver on priorities, and making a difference?

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

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

#### **4. Previous Correspondence**

4.1 The committee last had a Q & A regarding this portfolio in March 2016. Amongst the issues discussed then included:

- Housing ('More Homes' Programme, Welsh Housing Quality Standard, Disabled Facilities Grants)
- Corporate Building & Property Services
- Energy
- Commercialism

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

4.2 Other relevant contact with scrutiny:

- Pre-decision Scrutiny of Corporate Building & Property Services Commissioning Review:  
The Cabinet Member responded to the views of the Service Improvement & Finance Performance Panel following a meeting in August 2016.
- Welsh Housing Quality Standard:  
The Cabinet Member responded to the conclusions and recommendations of the Scrutiny Working Group, convened by Cllr Terry Hennegan, following a meeting in February 2016. The Committee can ask for a progress update on actions following this scrutiny activity in relation to: introducing Building Advisory Groups for major elements of the Capital Programme in 2016/17; informing

Councillors and tenants regarding progress in meeting the Standard, and proposed capital works; and taking more 'before and after' photographs to document improvements.

- **Gypsy Traveller Site Search Process:**  
Following a review of the site search process culminating the Council meeting in October 2013, the committee presented a report to Cabinet in February 2016 on learning points. The Cabinet Member presented a response to the report in July 2016 and accepted the five key learning points / recommendations. In respect of future work the committee called for clarity about: policy and leadership; the role of members and officers; the importance of early consultation with the Gypsy Traveller community; and work to promote and improve community cohesion. The committee will want to follow up is progress on the accommodation of gypsy travellers, and how the search for additional provision is being taken forward.

## **5. Other Questions**

5.1 For each Cabinet Member Q & A Session the committee invites members of the public and other scrutiny councillors (not on the committee) to suggest questions.

5.2 On this occasion no questions were received.

## **6. Legal Implications**

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

## **7. Financial Implications**

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

Background Papers: None

Legal Officer: Wendy Parkin

Finance Officer: Carl Billingsley

**HOUSING- Lee Morgan**

	<b>Landlord Services</b>	<b>Community Housing</b>	<b>Business Planning Division</b>
<p><b>1. Portfolio Priorities/ Objectives</b></p>	<p>Landlord Services – manages the Council-owned stock of 13,500 dwellings. The service is administered primarily through nine District Housing Offices including lettings, tenancy management, rent payments and the management of the estate. Rent arrears management is undertaken by a specialist team. The Division also has responsibility for the Neighbourhood Support Unit which provides support to the District Offices in combating any antisocial behaviour on Council estates, and the Homes Preparation Unit which manages the return of any vacant council housing for letting; along with the sheltered housing service.</p> <p><b>Meet performance indicators that contribute to the continual improvement of services provided to tenants and their communities. Ensure estates are well managed to meet WHQS.</b></p> <p><b>Maximise rental income/arrears recovery</b></p>	<p>Community Housing Services includes responsibility for delivering improvements in renewal areas and coordinating energy efficiency improvements across the city in all housing tenures and also council housing adaptations.</p> <p>Housing Options is responsible for general housing advice, assessment of applications for council housing and council tenant transfers, homelessness prevention and assessment, money advice services, management of council temporary accommodation, coordination of the nomination agreement with housing associations and coordination and development of partnerships with voluntary sector organisations. The Renewal and Adaptations service is responsible for the delivery of private sector grants, renovation grants, mandatory disabled facilities grants. The Tenancy Support Unit provide housing related support and advice to people in order to prevent homelessness and maintain independence.</p> <ul style="list-style-type: none"> <li>• <b>Improve and develop Community Housing Services to ensure that key performance indicators are achieved.</b></li> <li>• <b>Maximise the level of investment in energy efficiency measures for homes in Swansea.</b></li> <li>• <b>Deliver Sandfields Renewal Area 5 year programme commencing April 2014</b></li> </ul>	<p>Business Planning – manages a range of direct and support services including the production of the Local Housing Strategy and the development of the investment plan for More Council Housing and the repair and improvement of the Council’s existing stock. It also manages the Housing Futures Programme which aims to improve all Council housing up to Government standards and using the Council’s resources to provide additional homes. It also compiles, manages and submits the HRA Business Plan. The Division is also responsible for the Council role in enabling the provision of more affordable housing by RSL’s and the HRA Asset management plan. The Division also provides a range of services including budget and performance management, business planning, service review and development , customer services, tenant participation, communications and training. It also manages the Right to Buy scheme and Leaseholder services and the engagement process with tenants whose homes are subject to major works.</p> <ul style="list-style-type: none"> <li>• To provide a long term strategy for HRA to increase supply of affordable housing/new build Council housing</li> <li>• To support delivery of More Homes pilot scheme</li> <li>• <b>To deliver the improvement of the</b></li> </ul>

			<p><b>Council housing stock up to the Welsh Housing Quality Standard and to manage and monitor performance.</b></p> <ul style="list-style-type: none"> <li>• <b>Provide an acceptable HRA Business Plan that maximises available resources and is in compliance with WG terms and conditions (annual requirement)</b></li> </ul>
<p><b>2. Specific activities and achievements, progress against policy commitments, key decisions that have been taken and impact / difference made</b></p>	<ul style="list-style-type: none"> <li>• Undertook a systems thinking review of the voids process</li> <li>• Attained the Welsh Housing Management Standard for tackling ASB on estates.</li> <li>• Developed proposals to mitigate the impact of welfare reform and monitor the ongoing effect</li> <li>• Increased pack options for furnished tenancy scheme have been introduced and provide a kitchen pack or bedroom pack as alternatives to a full pack</li> <li>• Introduced a removals service for tenants who downsize via Homeswapper</li> <li>• Implemented Introductory tenancies</li> <li>• As a result of changes in Supporting People Programme Grant requirements to measure outcomes all sheltered residents now have an individual Support</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of phased improvement of housing in the Sandfields Renewal Area.</li> <li>• Worked in partnership with Utility companies and Welsh Government to secure funding for energy efficiency measures in housing.</li> <li>• Continued to act as lead authority for Western Bay region for the Houses to Homes empty homes loans scheme. 34 loans have been issued to date to secure the reuse of 47 units of accommodation.</li> </ul> <p><b>Take action to address the blight of empty properties and increase the supply of housing. Work with the Welsh Government and its proposed Empty Property Loan Fund to bring empty properties back into use over four years - 34 Houses to Homes loans approved to help</b></p>	<ul style="list-style-type: none"> <li>• Compiled and submitted the HRA Business Plan which identifies the resources needed to achieve WHQS to the Welsh Government within target dates</li> <li>• Development of a programme that funds around £200m of investment to deliver improvement to the housing stock up to the WHQS by 2020.</li> <li>• Compiled the More Council Homes Strategy which was endorsed by Council in November 2016.</li> </ul> <p><b>Policy commitments and update as at Q3 include;</b>  <b>Work with Welsh Government, housing associations and the private sector to increase the supply of affordable housing</b> - The Authority has been allocated Social Housing Grant of £5.4m for 2017/18. WG has also allocated £7.4m in Housing Finance Grant to Swansea, this has been blended with the Social Housing Grant Programme Delivery Plan. Monthly</p>

	<p>Plan which is reviewed annually.</p> <ul style="list-style-type: none"> <li>Brought the Tend &amp; Mend garden cutting service for OAP's and disabled tenants in-house in April 2015 at a reduced cost and improved performance. This service has now been integrated with the caretaking service.</li> </ul> <p><b>Policy commitments and update as at Q3 include;</b>  <b>Support independent living;</b>  <b>provide improved options for older people -</b></p> <p>Completing the analysis of data from support plans and reviewing available resources. There has been no reduction in SPPG funding for 16/17 as originally anticipated.</p>	<p>bring empty properties back into use as housing</p> <p><b>Seek to green the built environment by working with organisations such as housing associations and other public bodies. Continued in maximising the contribution from Energy Company Obligation (ECO) and Government's Arbed scheme for both public and private sectors</b></p> <p>Council Loft scheme – Since April 2016 there have been 956 council lofts brought up to current building regulations. The programme continues into 17/18. This has in turn helped to improve the overall SAP of council properties.</p>	<p>meetings are being held with the RSLs to ensure the allocation is being spent. The Authority is on target for full spend for 2016/17 and has fully committed funds for 2017/18.</p> <p><b>Increase funding for housing co-operatives and mutual housing -</b>  Consultation with RSL's and Wales Co-operative centre ongoing. Lead role now being taken up by Corporate Property to identify suitable site for development.</p> <p><b>Utilise the £11million in the Housing Revenue Account to improve Council houses and provide a boost to a local construction industry -</b> All available resources have been committed to the achievement of the WHQS and to support the provision of new Council housing.  <b>Work with the Welsh Government and tenants to explore innovative ways in which to improve the quality of social housing -</b> Business Plan in place that identifies the required funding to improve the stock up to WHQS by 2020</p>
<p><b>3. Headlines on the performance of services and the key targets monitored to measure</b></p>	<p>Key performance measures include;</p> <ul style="list-style-type: none"> <li>Rent arrears increased 2013/14 against a backdrop of the economic situation and welfare reform changes, more recently they have stabilised. The amount of current tenant arrears as at Quarter 3 this year is £ 999,169</li> </ul>	<ul style="list-style-type: none"> <li>Key performance measures include:  The average number of calendar days taken to deliver a DFG for 2015/16 was 340 days. We are taking action to address this and waiting times were 291 days at the end of 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Delivered Capital programme of £55m in 16/17. Submitted annual return to WG of works undertaken to housing stock</li> <li>To date, Q3 the RSLs have provided 111 Affordable Units. WG have allocated £7.6m in Housing Finance Grant to Swansea to be blended with</li> </ul>



**improvement and success**

which is an improvement compared with £1,73,388 for the same quarter in 15/16. Robust monitoring, early intervention and support for tenants continues to be in place.

- As a result of the systems thinking review a number of improvements have been put in place to help reduce void levels including a new structure within Corporate Building & Property Services. This has led to voids being processed more quickly and improvements in the overall lettings time. The current voids level at Q3 was 254 against an end of year target of 235. .

the current Social Housing Grant Programme.

- The More Council Homes project presents an opportunity for the Council to contribute to the chronic shortfall in supply of affordable housing. The agreed strategy set out a coherent and deliverable plan for investment in new affordable housing, taking into account current and projected needs, projections of available funding and options for maximising their use. To start the programme, the council has agreed 2 pilot projects to build the first new build council housing in Swansea.
- The first development of 18 passivhaus homes at Milford Way, Swansea is already underway. A planning application for a further 16 homes at Parc Y Helig in Birchgrove has been submitted.
- The Council will also be looking to procure a development partner to bring forward a package of sites for mixed tenure development. The strategy also supports the acquisition of land for future developments, as well as options to redevelop some housing sites rather than bring them up to WHQS, if refurbishment is not viable.

<p><b>4. Engagement with service users / public and what influence this has had</b></p>	<ul style="list-style-type: none"> <li>• Undertook a comprehensive communication programme to tenants to raise awareness of Welfare Reform</li> <li>• Consulted with tenants to assess whether Swansea could seek to attain the Welsh Housing Management Standard for tackling ASB</li> <li>• Senior Managers meet regularly with a number of service specific tenant groups, i.e. sheltered, estate management and repairs to gather feedback and deliver improvements in services</li> <li>• Undertaken a consultation process in order to update the estate management strategy.</li> <li>• Full tenants survey will be carried out in 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Residents newsletter issued to Sandfields Renewal Area, residents Steering Group set up in November 2016 updating group on progress and current funding difficulties of the programme.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council's Tenant Participation Strategy is currently being updated following a consultation with tenants. The purpose of the strategy is to ensure that the right mechanisms are in place to help tenant get involved and access services and information.</li> <li>• Open House tenant feedback group meet to discuss each addition of the magazine to help shape future additions and ensure the right information is reaching tenants</li> <li>• Ongoing liaison takes place with tenants and leaseholders prior to major work being undertaken to properties. Satisfaction surveys are undertaken when schemes are completed and any issues inform delivery of future schemes.</li> <li>• The tenant consultative panel meet to discuss a wide range of high level issues. The panel is also used to help consider new ideas and initiatives within the housing service.</li> <li>• A full tenant's survey will be carried out in 2017. The survey will gain views from tenants on satisfaction with their homes, estates and major works.</li> </ul> <p>In relation to the WHQS programme and previous recommendations from the Scrutiny panel;-</p> <ul style="list-style-type: none"> <li>• Members are now receiving letters with information on the WHQS programme prior to work commencement in wards</li> </ul>
-----------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

			<p>and will receive information on the level of WHQS compliance.</p> <ul style="list-style-type: none"><li>• The tenant's handbook has been updated with a section on the Welsh Housing Quality Standard</li><li>• A communication plan outlining the ways in which we will communicate information relating to major works has been devised and will be implemented during 17/18.</li><li>• The tenant's magazine Open House contained a large feature article on WHQS including photos of the completed work and will be reporting the level of WHQS compliance each year.</li><li>• The Building Advisory Group which is attended by tenants meets from time to time to discuss capital works</li><li>• The Council public website has been updated and now contains a section on the Welsh Housing Quality Standard as well as the main planned repairs and improvements such as Wind and Weatherproofing, Re-roofing and Kitchen and Bathroom renewal across local areas in Swansea. The website will be reporting the level of WHQS compliance each year.</li><li>• The kitchen/ bathroom brochure will be reviewed in 17/18 and photos will be incorporated</li><li>• Photographs of major schemes are taken before work is undertaken and once it is complete</li></ul>
--	--	--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**5. What you hope to achieve over the next 12 months and what the challenges?**

<ul style="list-style-type: none"> <li>• The Renting Homes (Wales) Act received Royal ascent on 19.1.16, this will lead to the implementation of a standardised tenancy contract (agreement) across social housing. Whilst there are fundamental terms in this contract that cannot be changed, any supplementary and additional terms will require consideration by Cabinet and public consultation. Regulations and guidance are currently being prepared by Welsh Government for implementation in late 2017 early 2018.</li> <li>• Produce a rent strategy for tenants incorporating the changes in the Renting Homes Act.</li> <li>• Ongoing challenge of impact of welfare reform on tenants and rental income, including the introduction of Local Housing allowance into the social sector</li> <li>• Community growing -Exploration of opportunities to utilise gardens/land on housing estates and sheltered schemes to engage with community to grow vegetables. There have been a couple of good examples of this within sheltered schemes.</li> <li>• IT courses are being delivered across a number of sheltered sites have been delivered across a number of sheltered sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Securing further ECO (Energy Company Obligation) funding from a partner Utility company to fund home energy efficiency improvement programmes.</li> <li>• <b>Continuation of Sandfields Renewal Area Programme</b> The funding environment for Renewal Areas is challenging however and Officers continue to look for additional sources of funding to support the programme.</li> <li>• <b>Continued work to reduce Waiting Times for Disabled Facilities Grants (DFG's):</b> Reduction in waiting times for the elderly and the disabled needing adaptations to help maintain independence at home is key to reducing hospital admissions and pressures on residential care.</li> <li>• Continue to develop innovative ways to deliver tenancy support.</li> <li>• Continue to improve the Council House SAP rating by the installation of energy saving measures</li> </ul> <p>Deliver budget savings proposals of £147K for 16/17.</p>	<ul style="list-style-type: none"> <li>• Finalise a revised Local Housing Market Assessment Deliver a £55m capital programme</li> <li>• Commission an up to date stock condition survey.</li> <li>• Complete all actions in the agreed More Council Homes Strategy</li> </ul>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p><b>6. What key decisions you are expecting to take to Cabinet over the next year</b></p>			<p>Results of some of the key actions in the More Council Homes Strategy (i.e. medium to long term development plan as a result of the procurement of a development partner)</p>
<p><b>7. Your interactions with scrutiny over the last year and whether there is any specific scrutiny activity you would welcome?</b></p>	<p>Depending on the progress of the Renting Homes regulations and guidance, information on Renting Homes.</p>		<ul style="list-style-type: none"> <li>• Achievement of WHQS has been considered by Scrutiny</li> <li>• Affordable housing has been considered by scrutiny.</li> </ul>

<b>Corporate Building and Property Services – Martin Nicholls</b>	
<b>1. Portfolio Priorities/ Objectives</b>	<ul style="list-style-type: none"> <li>• To provide and maintain a sustainable, affordable and quality property portfolio, ‘Fit for the Future’, enabling the council to deliver its corporate and other priorities.</li> <li>• To provide and maintain quality, affordable social housing, ensuring that housing is safe and secure, that tenants thrive and the communities we serve prosper.</li> <li>• To provide and maintain a sustainable educational portfolio to enable education to deliver their priorities, making a positive difference, with lasting benefits to pupil attainment.</li> <li>• To maximise financial return for the commercial portfolio whilst considering alignment with financial objectives and corporate well-being.</li> <li>• To offer additional, added value including employment and apprenticeship opportunities which contribute to the council’s overall corporate objectives, transforming lives and strengthening the local economy.</li> </ul>
<b>2. Specific activities and achievements, progress against policy commitments, key decisions that have been taken and impact / difference made</b>	<ul style="list-style-type: none"> <li>• Commissioning review completed and implementation commenced September 2016.</li> <li>• On target for £600k savings 2016-17. (£400k savings 17-18, £400k 18-19)</li> <li>• Additional works to be carried out in-house increasing turnover by £5m</li> <li>• Significant non-financial benefits to the wider outcomes of the commissioning review including the impact on local employment, apprenticeships and local supply chain.</li> <li>• More Homes Project - <i>Milford Way</i>. Works are progressing well on site, with the following milestones already realised: Site clearance, Commencement of site utilities, Formation of foundations etc. The procurement of other key elements, namely; timber frame, windows, doors has been completed.</li> <li>• <i>Parc Y Helig</i> -Planning application submitted, further structural design now being developed which will inform retaining wall details/foundations etc. this in turn will support the planning application. Construction phase looking to commence late Spring 2017.</li> <li>• Delivery of WHQS by 2020 with extension kitchens and bathrooms programme.</li> <li>• Energy Strategy - The action plan will help to mitigate the: <ul style="list-style-type: none"> <li>• Effects of Climate change by reducing the carbon emissions</li> <li>• Risks associated with Energy security by sourcing low carbon/renewable energy sources and eradicating fuel poverty</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Risks associated with increased energy costs</li> <li>• Progress to date:</li> <li>• Task and Finish Group to be set up to look into the feasibility of biomass, wind and solar on council general fund assets and land [New objective number <b>ES3.5b added to action plan</b>]. The T&amp;F group will include representatives with technical, financial and other appropriate backgrounds and any other relevant personnel as required.</li> <li>• The Energy Strategy Action plan is currently being updated to include timescale, named responsible officers or [external resource if required] to progress an objective, along with a progress column so that the action plan can be updated quarterly to reflect progress.</li> <li>• An Energy Asset working group will be set up with representatives across the authority (Waste, Energy, Transport, Education, Housing) that have relative experience to contribute on providing progress against specific targets in the action plan to allow it to be updated.</li> </ul>
<p><b>3. Headlines on the performance of services and the key targets monitored to measure improvement and success</b></p>	<ul style="list-style-type: none"> <li>• In 2014-15, CB&amp;PS were ranked by APSE in the top quartile for the percentage of appointments kept, the number of gas safety checks completed, productive labour costs as a percentage of total labour costs and central establishment charges as a percentage of total expenditure.</li> <li>• A further £35m+ turnover within the HRA Capital budget and the Education QED programme is managed by our Capital/PM design sections. This gives a current total annual turnover spend that is managed by CB+PS of approx. £80m.</li> <li>• The turnover of £43.8m for 2015/16 represents an increase of turnover of 10% over the last three years.</li> <li>• Turnover is likely to increase for 2016/17 and the coming years with the substantial increase in the HRA Capital budget to ensure WHQS is met by 2020 together with CB+PS involvement in the More Homes pilot schemes.</li> <li>• The Housing Capital Budget for 2016/17 has increased 22.5% to £61m which will stay the same for 17-18, then taper off towards 2020 when WHQS is achieved.</li> <li>• Circa £100,000 increased income by way of enhanced commercial approach through full cost recovery and the letting of two commercial cleaning contracts.</li> </ul>
<p><b>4. Engagement with service users / public and what</b></p>	<ul style="list-style-type: none"> <li>• The Commissioning Review stakeholder workshops held over the last year have ensured a joined up approach to decisions made about the future running of CB&amp;PS.</li> </ul>

<b>influence this has had</b>	
<b>5. What you hope to achieve over the next 12 months and what the challenges?</b>	<ul style="list-style-type: none"> <li>• Prioritisation of actions arising out of corporate energy strategy</li> <li>• Consideration of further more homes pilot schemes</li> <li>• Implications of the portfolio arising out of the LDP process</li> </ul>
<b>6. What key decisions you are expecting to take to Cabinet over the next year</b>	<ul style="list-style-type: none"> <li>• In relation to the request to update scrutiny on any further work in relation to the search for an additional provision, there has been no change to the previously reported position.</li> </ul>



## Commercial Services - update

The Commercial Services Team continue to be active in supporting the Council's commercial development, seeking to generate both income and cost savings to help the Council transform, as a core part of our Sustainable Swansea programme. The Commercial Service operates as a centre of expert advice and support and works with all service areas, the projects listed below have yielded in excess of £1 million benefit to the Council:

- we have supported the Council's Facilities Team to create an eBay account allowing the Council to sell its surplus assets - for example surplus furniture from the former Penllergaer site. The advantage of this method is that we can obtain the best price for these assets through a public auction and we can reduce storage space and importantly reduce waste through recycling items that we no longer have use for. The use of eBay has been very successful and will now be expanded for use across the Council to generate further income
- we have supported the whole Council to obtain a significant discount on the cost of using external media for the purposes of placing statutory Public Notices
- we have assisted in the creation of new forms of advertising for example pillar wrap advertising within our car parks
- We have worked with the private sector to furnish schools with free 'buddy benches' to help schools create positive learning environments.

In addition we assist with reviewing our commercial arrangements with suppliers and savings have been made on everything from home-to-school transport, waste bags (recycling sacks), postal costs and pumping station maintenance. We continue to assist with revenue generation from public sector partners.

We are also involved in multiple development projects in order to improve what the Council does and seek new future opportunities:

- we are working with the Planning Department to create a new advertising strategy
- we are assisting colleagues consider how we may improve our environmental performance and generate energy from waste in Swansea
- our Parks Service is keen to generate income from the private sector through sponsorship
- we are reviewing our Community Care Alarms service to see how that may provide an enhanced service to residents.



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

**To/  
Councillor Andrea Lewis  
Cabinet Member for Next  
Generation Services**

*Please ask for:  
Gofynnwch am:*

**Scrutiny**

*Direct Line:  
Llinell Uniongyrochol:*

**01792 637257**

*e-Mail  
e-Bost:*

**scrutiny@swansea.gov.uk**

*Our Ref  
Ein Cyf:*

**SPC/2015-16/9**

**BY EMAIL**

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**30 March 2016**

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

Dear Councillor Lewis,

**Cabinet Member Question Session – 14 March**

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

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

**Housing**

**'More Homes' Programme**

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

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

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

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

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

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

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

#### Welsh Housing Quality Standard

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

#### Disabled Facilities Grants

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

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

#### **Corporate Building & Property Services**

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

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

## **Energy**

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

## **Commercialism**

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

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

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

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

## **Portfolio Responsibilities**

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

## Your Response

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

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

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

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

Yours sincerely,



**COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

✉ [cllr.mary.jones@swansea.gov.uk](mailto:cllr.mary.jones@swansea.gov.uk)



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

Councillor Mary Jones  
 Chair of Scrutiny Programme  
 Committee

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

Councillor Andrea Lewis  
 (01792) 637442

E-Mail / E-Bost:  
 Our Ref / Ein Cyf:  
 Your Ref / Eich Cyf:  
 Date / Dyddiad:

[clr.andrea.lewis@swansea.gov.uk](mailto:clr.andrea.lewis@swansea.gov.uk)  
 AL/JW

20 April 2016

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

Dear Councillor Jones

**SCRUTINY PROGRAMME COMMITTEE**

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

Disabled Facilities Grants

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

**Table 1**

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

**COUNCILLOR/Y CYNGHORYDD  
 ANDREA LEWIS**

**CABINET MEMBER FOR NEXT GENERATION SERVICES /  
 AELOD Y CABINET DROS WASANAETHAU'R GENHEDLAETH NESAF**

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
 SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 637442

✉ [clr.andrea.lewis@swansea.gov.uk](mailto:clr.andrea.lewis@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)

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

**Page 2**

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

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

These are as follows:

**Table 2**

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

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

**COUNCILLOR/Y CYNGHORYDD**  
**ANDREA LEWIS**  
**CABINET MEMBER FOR NEXT GENERATION SERVICES /**  
**AELOD Y CABINET DROS WASANAETHAU'R GENHEDLAETH NESAF**

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 637442

✉ [clr.andrea.lewis@swansea.gov.uk](mailto:clr.andrea.lewis@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)

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

**Page 3**

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

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

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

Health Board recharge project / contract management

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

The following work was undertaken by the Commercial Services team –

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

**COUNCILLOR/Y CYNGHORYDD**  
**ANDREA LEWIS**

**CABINET MEMBER FOR NEXT GENERATION SERVICES /**  
**AELOD Y CABINET DROS WASANAETHAU'R GENHEDLAETH NESAF**

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAW, SA1 4PE

☎ (01792) 637442

✉ [cllr.andrea.lewis@swansea.gov.uk](mailto:cllr.andrea.lewis@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)



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

Page 4

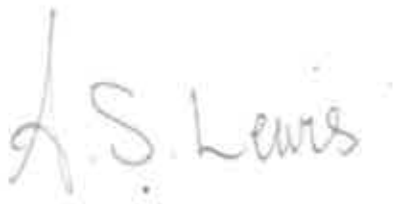
3. Arranged a meeting with senior Officers from ABMU to go through all packages and identify any disputes/queries. All those which we agreed were invoiced immediately.
4. Disputes/queries addressed in conjunction with care management
5. Further meeting with ABMU to address initial queries and to review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

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

Portfolio Responsibilities with Community Building and Asset Transfer

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

Yours sincerely



**COUNCILLOR ANDREA LEWIS**  
**CABINET MEMBER FOR NEXT GENERATION SERVICES**

**COUNCILLOR/Y CYNGHORYDD**  
**ANDREA LEWIS**  
**CABINET MEMBER FOR NEXT GENERATION SERVICES /**  
**AELOD Y CABINET DROS WASANAETHAU'R GENHEDLAETH NESAF**

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 637442  
✉ [cllr.andrea.lewis@swansea.gov.uk](mailto:cllr.andrea.lewis@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)

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

**Subject: 2015/16 overview**

**Income / Savings project**

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

**COUNCILLOR/Y CYNGHORYDD**  
**ANDREA LEWIS**  
**CABINET MEMBER FOR NEXT GENERATION SERVICES /**  
**AELOD Y CABINET DROS WASANAETHAU'R GENHEDLAETH NESAF**

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
 SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 637442  
 ✉ [cllr.andrea.lewis@swansea.gov.uk](mailto:cllr.andrea.lewis@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)

# Agenda Item 7

## Report of the Convener of the Tackling Poverty Scrutiny Inquiry Panel

Scrutiny Programme Committee – 13 February 2017

### TACKLING POVERTY SCRUTINY INQUIRY – FINAL REPORT

<b>Purpose</b>	To present the final report for the scrutiny inquiry into Tackling Poverty
<b>Content</b>	The final report is attached which concludes the inquiry.
<b>Councillors are being asked to</b>	a) Agree the report for submission to Cabinet b) Identify any issues that might be emphasised as the report is presented to Cabinet c) Consider whether any issues arising merit inclusion in the future scrutiny work programme
<b>Lead Councillor</b>	Councillor Sybil Crouch, Convener
<b>Lead Officer and Report Author</b>	Dave Mckenna, Scrutiny Manager

#### 1. Details

- 1.1 The final report arising from the Scrutiny Panel's inquiry into Tackling Poverty is presented to the Committee for agreement. The attached report presents the conclusions and recommendations arising from the inquiry that sought to answer the following question:

*How can the Council's Tackling Poverty Strategy be improved?*

- 1.2 The report is structured in the following way:

- Foreword: Why This Matters
- Why We Produced this Report
- Evidence Considered
- Conclusions
- Recommendations
- Further Scrutiny Needed
- Acknowledgements
- About the Inquiry Panel

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

- Sufficient evidence has been gathered in order to address the question that the inquiry aimed to answer;
- The conclusions of the panel are supported by the evidence gathered by the Panel;

- The recommendations of the Panel follow from their conclusions and are reasonable, achievable and capable of being actioned and monitored.

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

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

## **2. Legal Implications**

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

## **3. Financial Implications**

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

## **4. Equality and Engagement Implications**

- 4.1 Equality and engagement issues were formally considered at the scoping stage of this inquiry and borne in mind by the panel throughout evidence gathering. The Cabinet Member will need to ensure that implications are considered via application of the corporate Equality Impact Assessment process when considering the response to the recommendations.

Background Papers: *see attached report*

Contact: Dave Mckenna, *Scrutiny Officer, 01792 636090*

Date: *07/02/2017*

Legal Officer: *Wendy Parkin*

Finance Officer: *Pini Patel*

Access to Services: *Rhian Miller*

## **Action, partnership, participation**

*How can the Council's Tackling Poverty Strategy  
be improved?*

---

The Tackling Poverty Scrutiny Inquiry Panel  
City and County of Swansea - Dinas a Sir Abertawe



February 2017



## Why This Matters

### Foreword by **Councillor Sybil Crouch** (Convener)

Tackling Poverty is key to delivering the health and wellbeing of our citizens and of our city. The Council is to be congratulated for being the only local authority in Wales to have developed and published a strategy to address poverty.



We spoke to a number of people working in the authority and in the public and voluntary sectors who are passionate about this issue. Their commitment is valued and provides optimism that together we can make progress.

We heard powerful testimony from people experiencing poverty and I am especially grateful to them for taking time to tell us what they face on a daily basis. I was moved by their testimony and by their courage in the face of complex problems.

The Tackling Poverty Strategy lays considerable emphasis on the need to involve people experiencing poverty, without whom “there is no delivery”. The evidence we heard from the Leeds Poverty Truth Commission persuades us that this is a model which Swansea should follow and it is one of our principle recommendations that this should be actioned at the earliest opportunity.

Whilst we found good practice in some areas we were very concerned to find that many of the actions necessary to deliver the strategy had stalled. We found a lack of coherence and focus as well as a failure to develop a robust evidence base or a coherent and clear performance monitoring regime.

I hope that our recommendations will be accepted in the positive spirit in which they are made and that this important work will gain a renewed focus and impetus.

The panel met ten times and there were also six other evidence gathering sessions over a period of nine months. I would like to thank the members of the Inquiry Panel who gave their time and commitment, all of those who gave evidence and provided information and the Scrutiny officers for their excellent support, advice and patience.

## Contents

<b>1</b>	<b>Why We Produced This Report</b> .....	<b>1</b>
1.1	Overview .....	1
1.2	Selecting the topic.....	2
1.3	Intended contribution .....	2
1.4	The Council's Tackling Poverty Strategy .....	3
1.5	The Target Area Policy .....	3
1.6	Integrated Impact Assessment .....	4
<b>2</b>	<b>Evidence</b> .....	<b>4</b>
2.1	Evidence collected .....	4
<b>3</b>	<b>Conclusions</b> .....	<b>6</b>
3.1	General .....	6
3.2	Action Plan.....	12
3.3	Target Areas .....	14
3.4	Partnership Working .....	14
3.5	Outcomes.....	15
3.6	Resources.....	15
3.7	Councillors .....	15
3.8	Cross Cutting .....	16
3.9	Awareness .....	17
3.10	What Works and what doesn't work.....	17
<b>4</b>	<b>Recommendations</b> .....	<b>19</b>
4.1	Long term challenges (12 months+) .....	19
4.2	Medium term improvements (6-12 months).....	19
4.3	Quick wins (within 6 months).....	19
<b>5</b>	<b>Further Scrutiny Needed</b> .....	<b>21</b>
<b>6</b>	<b>Acknowledgements</b> .....	<b>22</b>
<b>7</b>	<b>About the Inquiry Panel</b> .....	<b>23</b>



# 1 WHY WE PRODUCED THIS REPORT

## 1.1 Overview

1.1.1 This report looks at the following question:

### **How can the Council's Tackling Poverty Strategy be improved?**

#### **Main Lines of Inquiry**

**a) Action Plan:** How well has the action plan been delivered? How should it be updated and improved?

**b) Target Areas:** This policy is central to the strategy. Is the target areas policy being consistently delivered and understood?

**c) Partnership Working:** The Council cannot tackle poverty in isolation. What has been the role of the Local Service Board in developing and delivering the strategy? What should be the role of Swansea Public Services Board in future?

#### **Additional Lines of Inquiry**

**d) Outcomes:** While the strategy is long term it is still important to know what outcomes are expected and what has been achieved in the short term. Can these be outcomes be identified and are the long term outcomes the right ones going forward? This needs to be more explicit in the report and recommendations

**e) Resources:** The strategy seeks a fundamental shift in the way that the Council operates. To what extent has the strategy influenced the council budget and attracted resources?

**f) Councillors:** Councillors play an important and active role in their communities and yet may not be fully involved in the strategy. How can this be improved? This is currently not referred to in the report or in recommendations

**g) Cross Cutting:** To be effective the strategy needs to influence how every department operates. Has this happened? How could the strategy be more cross cutting?

**h) Awareness:** To have impact the strategy needs to be widely understood. Do people outside those directly involved understand the strategy and what it means for them?

**i) What Works and what doesn't Work:** What has the strategy done well? How can the Council do more of what works? This is currently not referred to in the report

## **1.2 Selecting the topic**

- 1.2.1 The Inquiry into Tackling Poverty was proposed at the Annual Scrutiny Work Planning Conference in May 2015 and was subsequently included in the scrutiny work programme by the Scrutiny Programme Committee.
- 1.2.2 This topic was chosen because Tackling Poverty is one of the Council's top five priorities – a Peer Review of Swansea Council, conducted by the Welsh Local Government Association in 2014, recommended that scrutiny should focus more on these priorities. It is also an issue that many scrutiny councillors feel passionately about not least because they see the effects of poverty day to day in their communities.
- 1.2.3 At our pre inquiry meeting we heard from the Cabinet Member for Anti-Poverty and Communities and the Head of Poverty and Prevention. We are grateful for this input that was particularly helpful to us as we shaped the terms of reference for the inquiry.

## **1.3 Intended contribution**

- 1.3.1 As a Panel we believe that we can make a valuable contribution to this topic. We recognise that, while there are no easy answers, success will only come from a conversation to which everyone is able to contribute. It is in this spirit that our conclusions and recommendations are offered.
- 1.3.2 Specifically this report aims to contribute to this vital debate by providing:
- Evidenced proposals that will lead to the strategy being more effective
  - The views of people experiencing poverty
  - The views of key stakeholders
  - Consideration of the conclusions and recommendations from national reports and an assessment of the implications for Swansea
  - Identification of good practice/research elsewhere and whether there is any learning for Swansea's approach
  - Increased councillor understanding about the Tackling Poverty Strategy
  - Greater public awareness of the work of the Tackling Poverty Strategy
- 1.3.3 We are happy to recognise the limitations of the inquiry. Given the complexity of the topic and the time that we had this report necessarily provides a broad view.
- 1.3.4 We were informed that many of our conclusions and recommendations are in line with what is being planned by the Cabinet Member and officers. During the course of the inquiry a number of debates have been generated and the new Head of Poverty and Prevention has been appointed. Where our suggestions overlap with what is planned these offer reassurance. Other proposals will provide challenge and stimulate debate.

## **1.4 The Council's Tackling Poverty Strategy**

- 1.4.1 The Council's Tackling Poverty Strategy is one of the mechanisms for delivery of the Council's corporate priority of tackling poverty. It was agreed by Council in November 2014. It has four elements; the main strategy, a performance framework, action plan and poverty profile. Consultation with council officers, partners, voluntary and community sector organisations and residents took place between August and September 2014.
- 1.4.2 The Tackling Poverty Action Plan was not intended to be a full list of everything the Council was doing to address poverty. The Action Plan was focused on additional actions related to three themes:
1. Empowering local people
  2. Changing Cultures
  3. Targeting resources.
- 1.4.3 The Tackling Poverty Strategy and all associated documents can be found in the evidence pack that accompanies this report.
- 1.4.4 The Tackling Poverty Action Plan sits alongside the Council's five workstreams:
- Income & debt
  - Employment
  - Health
  - Education
  - Family support
- 1.4.5 Swansea Local Service Board previously produced a Swansea Single Needs Assessment that covered many relevant poverty issues.

## **1.5 The Target Area Policy**

- 1.5.1 The Policy Commitments Statement adopted by Council on 26th July 2012 identified the intention to take *'a fresh and coherent approach to community regeneration and to tackling poverty in Swansea'* and to *'develop a "Target Area" approach, bringing together council departments, the NHS and other agencies, pooling resources and finance, to work together, across boundaries to tackle the trans-generational causes of poverty and deprivation'*. The Target Area policy and principles for implementation were formally agreed by Cabinet on 28 February 2013.
- 1.5.2 The Target Area approach is integral to the Tackling Poverty Strategy. It is described as *'one of the first tasks'*, the desire *'to organise our services more effectively to meet needs in Target Areas; in the longer term a multi-agency Area Board may be useful, but until we have a better understanding or how we might organise this, we will develop a Public Sector Board to coordinate service more effectively, whilst we work toward a model of community involvement that can provide a more sustainable approach'*.

1.5.3 The Poverty Forum *‘was established in 2012 and is chaired by the Chief Executive. The Leader of the Council is a member given his lead role in Poverty. The forum is cross departmental and inclusive. The work of the forum is to focus on our poverty efforts. The work of the forum is City & County wide but given the dominance of poverty related issues much of the activity will inevitably focus on the Target Areas. The role of the Poverty Forum is to promote an understanding of poverty issues and maintain a focus on the broadest definition of poverty’*

- *Identify and implement best practice*
- *Develop and deliver action plans*
- *Promote innovation and change*
- *Develop outcome measures and, over the longer term, improve outcomes.”*

*(From Report of Corporate Management Team – Corporate Briefing 9 January 2013)*

## **1.6 Integrated Impact Assessment**

1.6.1 An Integrated Impact Assessment was carried out on the strategy in February 2016. This assessment, commissioned as part of the strategy review process, was facilitated by the Sustainable Development Unit and involved a panel of relevant professionals.

1.6.2 The recommendations made by the panel have been considered as part of this inquiry.

## **2 EVIDENCE**

### **2.1 Evidence collected**

2.1.1 Evidence was collected between April and December 2016. The main evidence gathering activities were as follows:

- a. Pre-inquiry Working Group that discussed a policy overview report with Councillor Will Evans, Cabinet Member for Anti-Poverty & Communities and Sarah Crawley, Head of Poverty and Prevention
- b. Site Visits to Topic House and the Eastside Food Bank
- c. Session with Dr Victoria Winckler of the Bevan Foundation and Emyr Williams from the Public Policy Institute for Wales (PPIW) to discuss ‘what works’ and how evidence can be used to support anti-poverty strategies
- d. A session to hear from Swansea YMCA, Swansea Neath & Port Talbot Citizens Bureau and Age Cymru Swansea Bay - third sector organisations working directly with people experiencing poverty
- e. Session with members of the Panel who conducted the Integrated Impact Assessment on the Tackling Poverty Strategy

- f. Session with Eastside Foodbank/South Wales Baptist Association, Community Bank Wales (Credit Union) and Swansea Fair Debt Campaign - community organisations working directly with people experiencing poverty
  - g. Briefing note on Neath Port Talbot Credit Union Produced for this Inquiry
  - h. Skype call with Leeds Poverty Truth Commission
  - i. Session with representatives of Abertawe Bro Morgannwg University Health Board, South Wales Police and Mid and West Wales Fire Service to discuss the perspective of partner organisations
  - j. Session with Mike Hedges AM, and Councillor Peter Black, who were members of the National Assembly for Wales Committee that produced a report on Poverty in 2015.
  - k. Session with officers from the Tackling Poverty Unit
  - l. Survey of practitioners involved with tackling poverty work
  - m. Focus groups with people experiencing poverty facilitated by Dynamix
  - n. Additional informal session with some of those who took part in the focus groups
  - o. Session with officers from across the Council to consider how the strategy is being delivered across different departments
  - p. Session with the Head of Poverty and Prevention to discuss the delivery of the Tackling Poverty Strategy Action Plan.
  - q. Paper submitted by the Tackling Poverty Unit
  - r. Paper submitted by the Financial Inclusion Steering Group
- 2.1.2 For full details of the evidence gathered including details of all of the findings from each session please see the evidence pack for this inquiry. This can be downloaded at [www.swansea.gov.uk/scrutinypublications](http://www.swansea.gov.uk/scrutinypublications)

### **3 CONCLUSIONS**

*This report considers how the Council's Tackling Poverty Strategy can be improved. The sections reflect the lines of inquiry agreed at the start of the inquiry. Specific proposals are identified throughout and listed separately in the Recommendations section that follows.*

#### **3.1 General**

- 3.1.1 The Council should be proud that it has been committed to tackling poverty for over 20 years. As a Panel we wholeheartedly support the fact that, today, tackling poverty is the Council's main overarching policy – the policy to which all other policies have to contribute. The Council has a dedicated Cabinet Member, a Head of Poverty and Prevention and a Tackling Poverty Unit. All of this underlines the importance attached to this issue – and rightly so. For the challenge of poverty is as great today as it was 20 years ago.
- 3.1.2 The fact that the Council has a strategy demonstrates that Swansea is a progressive council when it comes to this issue. When we asked Dr Victoria Winckler about good practice in Wales she said that 'Swansea is ahead of the curve in Wales even talking about a strategy'. However it is not sufficient just to have a strategy or talk about it, there must also be clearly demonstrable progress to implement and deliver the strategy. Targets and objectives should be set for managers, Heads of Service and Directors as part of the Performance Management framework. The Chief Executive should take overall responsibility for delivery.
- 3.1.3 We were also struck by the dedication and commitment of all those we spoke to who are working to tackle poverty in Swansea. We heard about many excellent examples of work in this area and have no doubt that lives are being changed for the better on a daily basis. Examples include the staff training and take up campaigns organised by the Council's Welfare Rights Advisors, the advice being provided day-to-day by third sector organisations and the direct support provided by Communities First that we heard about from the focus group participants. Whilst it is certainly the case that the council and other partners have taken numerous initiatives to tackle poverty these actions are not clearly articulated or measured and the benefits are not captured.
- 3.1.4 We were impressed by the evidence we heard from Jane Storer about the work that the Welfare Rights Team does with benefits claimants. We believe that this work deserves particular attention in the revised strategy.
- 3.1.5 While the right foundations are in place for the Council's Tackling Poverty Strategy we believe that there is, nevertheless, a compelling case for a renewal of the strategy and a reinvigorated commitment to delivery.
- 3.1.6 It is not just a commitment that is needed but also an evidence base and robust framework for monitoring progress.

## *Vision*

3.1.7 A renewed commitment would also be an opportunity to rethink the vision for the strategy. We think a good starting point would be that the vision suggested to us by the Tackling Poverty Unit becomes the basis for the Council's vision.

3.1.8 The Tackling Poverty Unit has the following vision:

### ***“Our vision for Swansea***

- ***Income poverty*** is not a barrier to doing well at school, having a healthy and vibrant life, developing skills and qualifications and having a fulfilling occupation.
- ***Service poverty*** is addressed by targeting resources where they may have the most useful impacts, and decisions about that are made in collaboration with service users.
- ***Participation*** is enjoyed by all our residents, who access a wide variety of cultural, social and leisure experiences which broaden horizons and develop aspirations and who are constructively involved in decisions about our community and our environment”.

3.1.9 Since the original strategy was agreed a major change has taken place in the Welsh Policy environment - the Wellbeing of Future Generations Act has been introduced which, on its own, provides reason enough for reviewing the strategy.

### *Wellbeing of Future Generations Act*

3.1.10 The Wellbeing of Future Generations Act sets the framework for policy making in Wales and the Tackling Poverty Strategy contributes directly to one of the national wellbeing goals namely: *‘A more equal Wales - a society that enables people to fulfil their potential no matter what their background or circumstances.*

3.1.11 At the heart of this Act is the sustainable development principle and the Tackling Poverty Strategy, along with all other policies, needs to pay attention to the five ways of working that set out how the sustainable development principle needs to be delivered, namely:

- *Long Term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.*
- *Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.*
- *Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.*

- *Collaboration* - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
- *Involvement* - The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

3.1.12 As would be expected the current strategy is strong in terms of some of the ways of working but less so in terms of others.

3.1.13 However, and as argued below, a new vision should be confirmed only after involving those affected by poverty and collaborating with partners.

3.1.14 We also agree with the recommendation of the Integrated Impact Assessment that a definition of poverty should be stated as part of the strategy. While we recognise that there is no widely accepted definition, it would be helpful to have a point of reference given that the question 'what is poverty?' is often being asked.

3.1.15 The briefing note we received from the Tackling Poverty Unit pointed to the Welsh Government definition used in their first child poverty strategy. This definition, still being used by the Unit, focuses on income, services and participation. For example, in 2012:

- Benefits provided a single parent with two children with almost enough to meet the poverty line, but having half as much again would still not have given them an adequate minimum income.
- Benefits for a couple with two children provided nearly £60 per week less than the poverty line, and nearly £200 per week less than a minimum adequate income.
- A childless couple received not even half of a poverty-line income from benefits. Their income would have to be almost 3 times that of benefits to be adequate.

*Swansea Poverty Profile 2014*

3.1.16 To give a sense of what the income measures refer to, here are the figures for 60% of 2014/15 Median weekly income, after housing costs (followed by the Minimum Income Standard for 2016, excluding Council Tax and childcare). These figures should be treated with care and used in context:

- Single working-age person: £141 (£178)
- Pensioner couple: £243 (£240)
- Couple with 2 children: £340 (£422)
- Lone parent with 1 child: £190 (£270)



### *Involve people experiencing poverty*

- 3.1.17 A consistent thread in the evidence was that in developing (and delivering) a strategy it was vital that people experiencing poverty were not only involved, but involved in a powerful and meaningful way. Discussing what makes a good tackling poverty strategy, Emyr Williams (PPIW) quoted from the MacInnes report, which states that *“Solutions to poverty cannot be imposed from above. We do not have all the answers!!!”* Adding, that any strategy hoping to succeed *“requires bottom up engagement from those experiencing poverty to find out what their issues are”*. This view was supported by Dr Victoria Winckler, from The Bevan Foundation (if she hasn't been mentioned before) who argued that a strategy could only be credible when it demonstrates that people are being listened to. The evidence of community groups was that the strategy needs to *“get nearer to people in poverty and listen to their experiences”*.
- 3.1.18 This view was tested and supported by the outcome of focus groups comprising people experiencing poverty. Impressive in adversity, their accounts of personal experience of poverty were both eloquent and powerful. The Panel considers that even this small exercise demonstrates the potential difference that people themselves are able to make, given the opportunity.
- 3.1.19 We note that involving people experiencing poverty was an important element of the original strategy: *“...the involvement and participation of people who themselves are affected by poverty is crucial. Without them there is no delivery.”* It is particularly regrettable therefore that the 'poverty challenge' identified in the action plan was not delivered. We also believe that involving people experiencing poverty should be more than a project and must be integral to the strategy. As Emyr Williams suggested it should be *‘an ongoing conversation not just a one off exercise’*.
- 3.1.20 Our proposal is that the Poverty Truth Commission model is placed at the heart of the new strategy. In her evidence to us, Dr Victoria Winckler suggested that the Leeds Poverty Truth Commission was an example of good practice and we subsequently spoke to Andrew Grinnell, one of the organisers of the Leeds Commission, about how it operates.
- 3.1.21 In summary, the Leeds Poverty Truth Commission is an independent structure that trains both people experiencing poverty and people in public life and supports them to work together on joint projects around key themes based on issues raised by those experiencing poverty. This model is both powerful and effective because its focus is on relationships, rather than simply reacting to the evidence presented. The Leeds experience has shown that whilst there are personal benefits for the 'community commissioners' (for example increased confidence to get into college or start a business), the public life commissioners have also been inspired to make changes in their own organisations.
- 3.1.22 We believe that this model, adapted to fit Swansea's circumstances, could not only provide a challenge and culture change but also be a flagship for the strategy – demonstrating the commitment to involve people experiencing

poverty. We also believe that a 'Swansea Poverty Truth Commission' needs to be embedded in the work of Swansea Public Services Board as a collaborative project.

- 3.1.23 We support the idea that the unused £20,000 budget for the Poverty Challenge should be used to set up a Poverty Truth Commission in Swansea. Further to that the Public Services Board partners should be asked to contribute funds to enable the Commission to be established on a long term and sustainable basis. We do not agree that the £5k for the poverty scrutiny consultation should be deducted from the budget allocated for the Poverty Challenge, particularly as the Poverty & Prevention budget has underspent in other areas. We have collected some information about the Leeds Poverty Truth Commission (included in the Evidence Pack) that we hope will be useful for this purpose.
- 3.1.24 Alongside the poverty challenge we believe that the strategy could do more to encourage a coproductive approach across as many services as possible. This was one of the recommendations of the Integrated Impact Assessment.
- 3.1.25 One way to clearly signal that people experiencing poverty will be at the heart of the process is to involve them in the development of the strategy. Specifically we suggest that the consultation for the revised strategy engages people experiencing poverty.
- 3.1.26 Relevant, although not directly within the purview of this Panel, concerning anecdotal evidence was nevertheless received from focus group participants about some schools not meeting the needs of children with disabilities. We will be recommending that the Scrutiny Programme Board adopt this issue for future enquiry.

#### *Swansea's Wellbeing Plan*

- 3.1.27 As stated below, integration is one of the five ways of working enshrined in the Wellbeing of Future Generations Act and the Panel believes that the strategy can be better integrated if it is aligned directly with the Wellbeing Plan being developed by Swansea Public Services Board. Indeed, the Integrated Impact Assessment carried out on the Swansea Poverty Strategy recommended that it was necessary to link other/all strategies concerned with poverty to gain maximum effectiveness.
- 3.1.28 Additionally, it was also suggested that the strategy should be more closely integrated with the Wellbeing Plan by both the Tackling Poverty Unit and the Financial Inclusion Steering Group.
- 3.1.29 Swansea's Wellbeing Plan is in the first stages of being developed and needs to be completed by March 2018. It will be informed by the Wellbeing Assessment, which is being consulted on during January and February 2017 and due to be published in March of this year.

- 3.1.30 This suggestion that the strategy should be more closely integrated with the Wellbeing Plan was made to us both by the Tackling Poverty Unit and the Financial Inclusion Steering Group.
- 3.1.31 The six population outcomes that the Wellbeing Plan will be built around fit well with the actions to tackle poverty identified in the Joseph Rowntree Foundation report. In their evidence the Tackling Poverty Unit suggested that if the six population outcomes are achieved then there would not be poverty in Swansea. It makes sense to us that the Tackling Poverty Strategy should principally focus on Outcome D (people having a decent standard of living) while *also* ensuring that the other five outcomes have sufficient resources and commitment to be effective in tackling poverty work.

#### *Links to economic policy*

- 3.1.32 Another consistent thread of evidence was the importance of a committed and effective economic policy in successfully tackling poverty. Emyr Williams from the Public Policy Institute for Wales said that ‘poverty is inextricably linked to economic policy. An anti-poverty policy in isolation is practically useless’. At the same time the JRF report points to the need to boost incomes and to ‘promote long-term economic growth benefiting everyone’.
- 3.1.33 There are undoubtedly positive aspects of the city’s regeneration work that should be highlighted as an example of what can be done; particularly the Workways and Beyond bricks and Mortar initiatives. We note that:
- Between 2009 and 2014, Workways engaged with over 3,200 individuals, generating over 1,060 positive job outcomes (full-time, part-time, temporary jobs – all 16hrs+ per week) with 76 participants gaining qualifications.
  - Since 2009, the Beyond Bricks and Mortar team has secured 116 supplier contracts containing community benefit clauses, 9342 training weeks for the unemployed and disadvantaged, and placed 277 people into employment or training opportunities
- 3.1.34 We are also pleased to note the Council’s work with apprentices and that the Council is establishing an in-house apprenticeship scheme and also a work experience programme with a focus on the long term unemployed.
- 3.1.35 While much of the Economic Regeneration agenda may have a benefit to the Tackling Poverty Strategy this was not explicit in the evidence we received. Notwithstanding that the emphasis in the original strategy of the importance of good jobs, and that one of the work streams was dealing with “worklessness”, the links between the Council’s economic development work and the tackling poverty strategy remain unclear. Indeed, unless the benefits of the economic development agenda are made explicit how will it be possible to celebrate the work and to ensure that the links with the Tackling Poverty Strategy are made?

- 3.1.36 In addition to making the links more explicit there is much more that needs to be done to ensure strong links between the tackling poverty strategy and the Council's Economic Regeneration work going forward. This was the recommendation of the Integrated Impact Assessment conducted on the Tackling Poverty Strategy that also suggested workforce capacity and skills as potential areas of focus.
- 3.1.37 We believe, therefore, that there is an urgent need to review the focus and delivery of Economic Development to ensure its wider effectiveness and its contribution to the tackling poverty agenda. To make these links explicit all economic development plans need to evidence how they address this council priority and ensure that all the people of the city have the opportunity to benefit from future inward investment. Our proposal is that external advice is sought to make sure that this happens. We will also be asking that scrutiny continues to pick up this issue in future conversations with the Leader and other relevant Cabinet Members.
- 3.1.38 Unfortunately, due to the timescale of the inquiry the Panel did not have the opportunity to explore this evidence fully. We are therefore proposing that scrutiny looks at this issue in more detail in future. This will allow councillors to gain a full understanding of the issues.
- 3.1.39 As part of our inquiry we were keen to understand how much the Council's Economic Regeneration work efforts had increased the general GDP of the city since 2012. Information was duly provided which advised that GDP information was not available at the Swansea level, but provided alternative information on GVA (Gross Value Added). For example, that in regards to £s per head, it states, "the GVA in Swansea is rising". However, it is unclear as to whether this represents a real increase in percentage terms (i.e. real money terms). In regards to the Workways scheme, the advice that "1060 positive job outcomes" were delivered over the 5 years of the programme, does not state how many of those jobs were sustained. It was also disappointing to learn that of 3,200 individuals "engaged" over 5 years only 76 had gained qualifications. Again, we hope to receive further information on this issue.

### *Strategy Review*

- 3.1.40 The current strategy has made provision for review and we have welcomed the opportunity to be part of that review.
- 3.1.41 There is a need to ensure that in future all actions agreed to deliver the strategy are delivered and progress monitored. For this reason we recommend that a Tackling Poverty Scrutiny Performance Panel is set up.

## **3.2 Action Plan**

- 3.2.1 At the start of the inquiry we wanted to find out how well the Action Plan had been delivered and how it might be updated and improved.

- 3.2.2 We are concerned that there has been a delivery problem for the strategy over the last few years. The Poverty Strategy Action Plan, which was agreed in November 2014, has 23 actions of which only 3 have been completed or delivered. We also note that the bulk of actions have become the responsibility of the Poverty and Prevention Unit notwithstanding that their delivery requires the co-operation of other service areas and Heads of service. Only around 25% of those responding to our survey were able to agree that the strategy 'has been delivered well'.
- 3.2.3 One key action, the production of a 'Single Action Plan' for the Council, due to be completed in July 2015, has not been completed and this is of particular concern. This indicates to us that there is a lack of impetus from other departments to work with the Poverty and Prevention Unit and that the responsibility for anti-poverty work overall has shifted to this unit. At the same time the corporate momentum has been lost.
- 3.2.4 In the partnership context we are also concerned that the "Swansea Local Service Board Delivery Framework" (2014) was not fit for purpose in the sense that of the 27 "current performance measures" (2014), 14 are still unpopulated with performance measures and remain "tbc" and all 27 of the "by 2017" (targets) remain "tbc" as at February 2017. In the evidence we received we heard plenty of examples of good partnership working to tackle poverty but very little of this seemed to be connected to the work of the strategy or of the Local Service Board. This finding is supported by our survey where fewer than a quarter of respondents were able to confirm that the Local Service Board had made a difference to tackling poverty and yet more than 50% agreed that partnership working in general had made a difference.
- 3.2.5 We understand from the Director of People that there was limited if any appetite from partners to changing the existing Local Service Board targets to be more stretching to show the Council's enhanced focus on tackling poverty. It seems that this was because the main partners believed that the actions they were already taking were the optimum they could do to impact on poverty. The Local Service Board has now been replaced by the Public Services Board and the new organisation is seeking to define its focus and priorities in the coming months, once the Well Being Assessment has been produced. We hope that this opportunity to strengthen the impact of the Public Services Board on poverty can be taken.
- 3.2.6 We believe that a renewed commitment to tackling poverty will provide an opportunity to focus more on delivery. Specifically this would mean agreeing and delivering a simpler set of positive and practical actions and developing a robust evidence base.
- 3.2.7 We also consider that too much focus was placed on the Tackling Poverty Action Plan. During the course of our inquiry we feel it would have been more useful to get updates on the Single Action Plan as not all poverty work is captured in the Tackling Poverty Action Plan.

### **3.3 Target Areas**

- 3.3.1 As the Target Areas policy is central to the strategy we wanted to understand whether it was being consistently delivered and understood
- 3.3.2 It is clear from the evidence that the Target Areas policy has been neither understood nor implemented. Indeed, we see little to suggest that any of the original policy intentions in regards to resources, increasing aspirations, new models of partnership working (such as 'multi-agency Area Boards', Public Sector Boards) or new models of community involvement, all described in the strategy, have been progressed or are likely to happen soon.
- 3.3.3 It is clear that the policy has not led to fundamental changes. Neither is there any evidence that key tasks associated with the policy have been carried out such as; the mapping exercise; the needs assessment/analysis; the targeting of resources based on these analyses; and the identification of Heads of Service and Directors to lead. No clear definitive actions have taken place therefore there is no way to determine the effectiveness of the policy.
- 3.3.4 The need for a review is urgent now that the future of Communities First have become uncertain. We heard powerful evidence from our focus groups about the essential support Communities First has given to many in our most deprived communities and we are concerned about what will happen to them if schemes are to be withdrawn.
- 3.3.5 In line with our earlier conclusion, we suggest that people in the areas affected are fully involved in any review.

### **3.4 Partnership Working**

- 3.4.1 As it is clear that the Council cannot tackle poverty in isolation we wanted to understand what the role of the Local Service Board has been in developing and delivering the tackling poverty strategy. We also wanted to find out about what the role of Swansea Public Services Board should be in future.
- 3.4.2 While collaboration is one of the ways of working enshrined in the Wellbeing of Future Generations Act it has been a weakness of the strategy to date. We are unconvinced that Swansea Local Service Board has previously taken more than a cursory interest in this issue. At the same time we heard from partner agencies that there has been a lack of involvement outside of the council, particularly in terms of the development of the strategy.
- 3.4.3 While the panel heard that partners are doing work on the ground to tackle poverty, this is not linking well to the structures set up to support the strategy.
- 3.4.4 The Poverty Forums in particular need to be reviewed in collaboration with partners with a view to linking more directly to the work of Swansea Public Services Board.
- 3.4.5 We note with concern that the Poverty Forum Executive Group had not met since February 2016 and that the Swansea Partnership Poverty Forum had spasmodic attendance by some key partners and appeared to lack focus.

- 3.4.6 We wish to note in particular the expertise that third sector organisations can bring to the strategy particularly in terms of engagement and coproduction. We heard from Citizens Advice Bureau, Age Cymru and YMCA all of whom are keen to contribute, and they are just a small sample of third sector organisations involved in tackling poverty. The strategy should acknowledge this expertise and ensure that the third sector is involved from the earliest stages of strategy development. The recently formed Swansea Public Services Board (which replaced the Local Services Board in May 2016) provides a great opportunity to build a new culture of collaborative working around the strategy.
- 3.4.7 Furthermore we believe that tackling poverty should be one of the commitments set out in the Partnership Manual for Swansea Public Services Board.
- 3.4.8 As argued previously, we believe that a Swansea Poverty Truth Commission should be placed at the heart of the partnership structures for the strategy.

### **3.5 Outcomes**

- 3.5.1 While the strategy is long term it is still important to know what outcomes are expected and what has been achieved in the short term. We wanted to know whether these outcomes could be identified and whether the long term outcomes the right ones going forward.
- 3.5.2 While we found from the survey that many consider that the strategy deals well with the long term we also heard that the high level aspirations of the strategy are not broken down into shorter term actions in a way that is easily understood. The strategy, therefore, needs to have clear, measurable long term outcomes balanced against shorter term achievable objectives. We also heard that, to take a long term view, the strategy needs to take account of future trends and fore sighting – these were also recommendations included in the Integrated Impact Assessment.

### **3.6 Resources**

- 3.6.1 The Tackling Poverty strategy and the Target Areas policy seek a fundamental shift in the way that the Council operates. We wanted to discover the extent to which the strategy has influenced the council budget and the allocation of resources.
- 3.6.2 We received no evidence that resources had been redirected
- 3.6.3 We also regret that the decision to allocate £200k to poverty prevention work in 2015/16 was as a one off sum and is not in the base budget going forward.

### **3.7 Councillors**

- 3.7.1 Councillors play an important and active role in their communities and yet may not be fully involved in the strategy. We wanted to find out how this might be improved.

- 3.7.2 We found no evidence that councillors representing the wards experiencing the highest levels of deprivation and therefore the focus of the TP Strategy and the TA policy were informed or involved in delivery. (As distinct from governance involvement with Communities First cluster management).
- 3.7.3 Given that tackling poverty is a corporate priority all councillors should be kept informed as to how the strategy is being delivered across the Council. However we would expect to see particular effort to involve councillors representing wards with high levels of poverty.
- 3.7.4 The Council's published documents in regards to Tackling Poverty lists a "Tackling Poverty Performance Framework". This document, published in 2014, is in fact the "Swansea Local Service Board Performance Management Framework" and it is with concern that we note that there are no targets in the column "to be delivered by 2017"

### **3.8 Cross Cutting**

- 3.8.1 To be effective the strategy needs to influence how every department operates. We wanted to find out whether this had happened and how the strategy might be more cross cutting.
- 3.8.2 We believe that, like safeguarding, tackling poverty should be everyone's business; a corporate activity, not just the work of one department. Like safeguarding, tackling poverty has been identified as a corporate priority and so demands the same level of action and promotion.
- 3.8.3 The decision to focus the strategy action plan only on additional actions that could be delivered by the Tackling Poverty Unit was mistaken. It was not surprising that the impact of the strategy was limited and difficult to track. We heard from the Public Policy Institute for Wales about the importance of an effective framework for accountability, coordination, monitoring and evaluation. There needs, therefore, to be a simpler framework underpinned by the premise that tackling poverty is everyone's business. The need to put in place an evaluation and reporting process was also raised by the Integrated Impact Assessment. The Single Action Plan including the 5 work streams provides a framework for this and it is of concern therefore that the panel were unable to find evidence of an up to date Plan.
- 3.8.4 The Panel believes that demonstrating the importance of the Authorities anti-poverty commitment by retaining the principal political responsibility for this work with the Leader of Council remains the correct approach and that it is also important to have a Cabinet Member with discrete direct responsibility. Nonetheless, and following the Safeguarding model, it considers that it is the responsibility of all Cabinet Members to ensure that their lines of responsibility have clearly defined portfolio accountabilities in regards to tackling poverty.
- 3.8.5 Similarly senior officers should have clear accountabilities for tackling poverty with the Chief Executive taking overall responsibility.
- 3.8.6 Furthermore, all major new corporate initiatives need to consider their poverty impact. We agree with the recommendation of the Integrated Impact



Assessment, for example, that Tackling Poverty should be an explicit consideration as part of all of the commissioning reviews.

- 3.8.7 Linked to this one of the key messages we took from the focus groups with people experiencing poverty was that the attitudes of public service staff really do matter. We acknowledge that culture change was a significant element of the strategy and this focus needs to be continued and strengthened. Again, as with safeguarding, all staff should have poverty awareness training and all staff should understand the difference that they can make to people's lives – even through relatively small actions.

### **3.9 Awareness**

- 3.9.1 To have impact the strategy needs to be widely understood. We wanted to find out whether people, outside of those directly involved, understand the strategy and what it means for them.
- 3.9.2 More than 50% of respondents to our survey disagreed that the strategy was understood by those who needed to be aware of it. At the same time, better communication was one of the most frequently raised issues when respondents were asked to highlight what has not worked well and what was missing from the strategy.
- 3.9.3 A renewed commitment to tackling poverty could be accompanied by a communications and media campaign. In same way has been done with safeguarding, a communications campaign could underline how tackling poverty is everybody's business. We explore this theme further later in the report. However, in raising public awareness it is important that we also ensure that published information on progress is regularly reviewed and updates on progress in regards to delivery are available.

### **3.10 What Works and what doesn't work**

- 3.10.1 Finally we were keen to find out what the strategy has done well and how can the Council do more of what works.
- 3.10.2 In 2016 the Joseph Rowntree Foundation (JRF) published their report: "We can solve poverty in the UK". This report is the result of a four year research programme and it sets out a five point plan:
- Boost incomes and reduce costs;
  - Deliver an effective benefit system;
  - Improve education standards and raise skills;
  - Strengthen families and communities; and
  - Promote long-term economic growth benefiting everyone.
- 3.10.3 We believe that these actions should form the foundation of a revised Council strategy. The strategy should incorporate an evidence base, together with specific and measurable targets to be delivered by all service areas of the Council.

3.10.4 Early advice was received from Emyr Williams (PPIW) regarding the necessary features of an effective strategy. He drew on a 2014 report by MacInnes et al – *International and historical anti-poverty strategies: evidence and policy review*. This research suggests that strategies must show:

- Political Leadership
- Accountability and Coordination
- Links to Economic Policy
- External Stakeholder Involvement
- Monitoring and evaluation
- Institutions and Systems
- Originality

3.10.5 Going forward the strategy needs to be flexible and responsive to good practice as it arises – close links with the Bevan Foundation and the Public Policy Institute for Wales will help this.

3.10.6 As well as good practice lessons from elsewhere, the strategy needs to identify, promote and, where appropriate, seek to extend local good practice. We were very pleased to hear about the improved performance of school pupils receiving Free School Meals, for example, and feel more could be done to share these Swansea examples of ‘what works’.

## 4 RECOMMENDATIONS

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

### Recommendations for Cabinet:

#### **4.1 Long term challenges (12 months+)**

- 4.1.1 Undertake a further fundamental review of the strategy in no later than two years' time

#### **4.2 Medium term improvements (6-12 months)**

- 4.2.1 Create a Swansea Poverty Truth Commission in order to provide challenge and promote culture change

#### **4.3 Quick wins (within 6 months)**

- 4.3.1 Create a new, comprehensive and simplified Action Plan that:
- Balances and links long term goals and short term actions
  - Reflects the five point action plan from the 'Solve Poverty' JRF Report
  - Links closely with the emerging Wellbeing Plan
  - Is a "whole Council plan"
  - Builds the evidence base
  - Arises from a revised strategy and which involves partners and people experiencing poverty from the outset.
- 4.3.2 Develop a statement setting out the renewed commitment to tackling poverty, including a clear vision and definition of poverty, with the involvement of people experiencing poverty and in collaboration with partners. Develop a tackling poverty awareness and training programme for staff and councillors along similar lines to the safeguarding programme and make available to partners.
- 4.3.3 Engage people experiencing poverty as part of the consultation for a revised strategy
- 4.3.4 Ask Swansea Public Services Board to renew the commitment to tackling poverty as one of the commitments listed in its partnership manual
- 4.3.5 Consider how the strategy might support frontline staff
- 4.3.6 Link the strategy more closely to the six population outcomes of Swansea's Wellbeing Plan particularly Outcome D (People have a decent standard of living)

- 4.3.7 Create a new simplified structure to deliver the strategy in collaboration with partners against clear, agreed and measurable outcomes and within a Performance Monitoring Framework. Monitoring to involve those experiencing poverty as well as partners.
- 4.3.8 Ensure that future economic regeneration schemes have the maximum positive impact on tackling poverty by promoting well paid jobs and improving skills
- 4.3.9 Undertake an urgent investigation of the Target Area policy as part of the revised strategy, in collaboration of partners and with the involvement of the people affected
- 4.3.10 Include specific Tackling Poverty responsibilities within each Cabinet portfolio, with the Leader holding overall political responsibility and Chief Executive taking lead role on staff delivery. Ensure that all councillors are informed and involved, and where particular actions are planned in wards the councillors must be fully involved and consulted. All councillors to have poverty awareness training
- 4.3.11 Future evaluation of the poverty strategy should involve ward councillors, partners and people experiencing poverty rather than being solely evaluated by officers.
- 4.3.12 Revise and refocus the Poverty Forum Executive - to be chaired by the Chief Executive and attended by the Leader as Poverty Champion and Public Services Board Chair
- 4.3.13 Revise and refocus the Poverty Partnership Forum against specific actions/priorities

## **5 FURTHER SCRUTINY NEEDED**

As well as our recommendations for the Cabinet we feel there is a need for further scrutiny. We propose to the Scrutiny Programme Committee, therefore, that it examines:

- 5.1.1 How schools respond to the needs of children with disabilities
- 5.1.2 The tackling poverty dimension of future economic regeneration schemes
- 5.1.3 The role of the Swansea Learning Partnership in delivering the Council's tackling Poverty Strategy
- 5.1.4 The delivery of the Tackling Poverty Strategy continues to be scrutinised through a dedicated Scrutiny Performance Panel

## 6 ACKNOWLEDGEMENTS

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

We would like to thank all at Topic House and the Eastside Foodbank for giving up their time and giving us such a friendly welcome.

Special thanks go to everyone who took part in our focus groups and who contributed such valuable evidence for the inquiry – and to Dynamix who facilitated these sessions so expertly.

The Panel would like to record its thanks to the following people who came and gave evidence to us:

- Councillor Will Evans, the Cabinet Member for Anti-Poverty
- Sarah Crawley - Head of Poverty and Prevention (to July 2016)
- Rachel Moxey, Head of Poverty and Prevention (from October 2016)
- Mary Sherwood – Tackling Poverty Unit
- Dr Victoria Winckler – Bevan Foundation
- Emyr Williams – Public Policy Institute for Wales
- Anne-Marie Rogan – YMCA
- Jackie Preston – Swansea Bay Citizens Advice Bureau
- Nicola Russell-Brooks – Age Cymru Swansea Bay
- Penny Gruffydd – Sustainable Development Unit
- Amanda Edwards - SCVS
- Reverend Chris Lewis – Eastside Foodbank/South Wales Baptist Association
- Denis Greenall – Community Bank Wales (Credit Union)
- Cllr Lesley Walton – Swansea Fair Debt Campaign
- Andrew Grinnell - Leeds Poverty Truth Commission
- Sara Hayes - Director of Public Health, Abertawe Bro Morgannwg University Health Board
- Philip Thomas - Acting Chief Inspector, South Wales Police
- Gail Smith - Head of Response, Swansea Command, Mid and West Wales Fire Service
- Mike Hedges AM
- Councillor Peter Black
- Jane Storer - Senior Welfare Rights Officer
- Lindsay Harvey - Chief Education Officer
- Anthony Richards – Poverty and Prevention
- Steve Phillips - Economic Development
- Sue Woodward – Beyond Bricks and Mortar

## 7 ABOUT THE INQUIRY PANEL


The **Tackling Poverty Inquiry Panel** is a team of Councillors who are not members of the Cabinet. Their role is to examine a strategic issue of concern and to make recommendations about how policies and services can be improved.

### Members of the Panel

- Sybil Crouch (Convener)
- June Burtonshaw
- David Phillips
- Joe Hale
- Yvonne Jardine
- David Cole
- Mike White
- Mike Day
- Jeff Jones
- Chris Holley
- Lynda James
- Susan Jones
- Hazel Morris
- Bev Phillips (co-opted member)

The inquiry was supported by Dave Mckenna and Rosie Jackson from the Council's Scrutiny Unit.

### For further information contact:

Dave Mckenna  
Scrutiny Manager  
City and County of Swansea  
[Dave.mckenna@swansea.gov.uk](mailto:Dave.mckenna@swansea.gov.uk)  
 01792 637732

## Report of the Chair

Scrutiny Programme Committee – 13 February 2017

### SCRUTINY PERFORMANCE PANEL PROGRESS REPORTS

<b>Purpose</b>	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.
<b>Content</b>	This report focuses on the following Performance Panel: a) Schools (Councillor Fiona Gordon, convener)
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"> <li>• Ensure awareness / understanding of the work of the Panel</li> <li>• Consider its effectiveness and impact</li> <li>• Consider any issues arising and action required</li> </ul>
<b>Lead Councillor(s)</b>	Councillor Fiona Gordon
<b>Lead Officer &amp; Report Author</b>	Michelle Roberts (Scrutiny Officer) Tel: 01792 637256 E-mail: <a href="mailto:scrutiny@swansea.gov.uk">scrutiny@swansea.gov.uk</a>

#### 1. Introduction

- 1.1 There are five Performance Panels established by the committee. Whilst the work of Inquiry Panels leads to the production of a final report with conclusions and recommendations for cabinet based on evidence gathered on a specific issue, the work of Performance Panels represent regular monitoring of particular services.
- 1.2 Performance Panels are expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services.
- 1.3 The committee is responsible for managing the overall work of scrutiny and its effectiveness. Performance Panels Conveners will therefore provide a regular progress report to the committee to enable:
  - a 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) Schools (Councillor Fiona Gordon, convener)

To focus the discussion a short written report has been provided by the convener of the Panel, and is attached. This includes a summary of Panel activities, correspondence between the Panel and Cabinet Members, proposals made and impact.

1.5 The Membership of the Schools Scrutiny Panel (9) is:

**Labour Councillors: 4**

Cyril Anderson	Fiona Gordon ( <b>CONVENER</b> )
Beverley Hopkins	Hazel Morris

**Liberal Democrat Councillors: 3**

Cheryl Philpott	Paul Meara
Mike Day	

**Independent Councillor: 1**

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

**Statutory Coopted Members: 1**

David Anderson-Thomas	Parent Governor
-----------------------	-----------------

**2. Legal Implications**

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

**3. Financial Implications**

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

Background Papers: None

Legal Officer: Wendy Parkin

Finance Officer: Carl Billingsley

## Schools Scrutiny Performance Panel Update

### 1. Remit of the Panel

The overarching purpose of the panel is to: provide ongoing challenge to schools performance to ensure that *pupils in Swansea are receiving high quality education; and the authority is meeting its objectives in relation to improving school standards and pupil attainment.*

### 2. Key Activities

The Panel is currently meeting on a monthly basis (see attached work timetable) and the work completed since the last update in April includes:

- a) In May the Panel discussed and agreed their programme of work for the year
- b) In June the Panel met with Cefn Hengoed Community Secondary School
- c) We had two meetings in September which included taking our annual look at the ERW Business Plan and how it affects Swansea, discussing the effectiveness of tools and techniques for intervention with the Headteacher from Sketty Primary School and we reviewed the support provided by the School Improvement Service.
- d) In October we met with Bryniago Welsh Medium Primary Schools and looked at their current performance and prospects for improvement
- e) On the 16 November we looked at eFSM pupil performance and use of the pupil deprivation grants and looked at schools annual audit report
- f) The support and performance of Looked After Children was the main focus for our meeting in December but we also received updates on restorative practice and pioneer schools
- g) Our February meeting will concentrate upon educational performance where annual verified data, the school categorisation outcomes and our process in the Estyn Post Inspection Action Plan will be discussed. Also in February we will receive an update on progress in relation to the School Music Service.
- h) March we will speak to the Headteacher, Chair of Governors and the Lead Link Officer for Birchgrove Comprehensive School about the current educational performance and prospects for improvement.
- i) Over this period the Panel has also kept up to date with individual school Estyn Inspections publications and any advisory/practice documents including for example: relevant Estyn Inspection outcomes for Swansea, Estyn and other guidance information.

### 3. Achievements / Impact

We have sent six letters to the Cabinet Member since May, one of the issues covered included for example

#### **Support and performance of Looked After Children – 8 December 2016**

We heard that currently there are 495 Looked After Children (LAC) and also 242 children on Special Guardianship Orders (SGO). We were encouraged to hear that further support is going to be offered to those children and carers that have SGOs and to adopters. We recognise that although SGO children are no longer looked after their needs have not gone away and the costs to local authority associated with LAC education cannot be recouped.

We were pleased to find an upward trend in all Key Stages but recognise that work is still required especially in relation to closing the gap between mainstream pupils and LAC pupils especially as they get older.

We were informed that Attachment Training had recently been introduced by ERW. The training will be rolled out to all schools in both Neath Port Talbot and Swansea starting in January 2017. This is a positive step but we did feel that it would be useful for all Councillors to be offered this training.

We heard that Estyn had chosen Swansea as a good practice local authority in relation to listening to the “learner’s voice”. We were particularly pleased to hear about with the involvement, participation and engagement of LAC in service planning and reviews.

We were interested to find out how much Education Other Than At School services (EOTAS) is used by Looked After Children. We were informed that the number of LAC accessing EOTAS is small and that no children were awaiting provision (LAC are prioritised and can be admitted over admissions numbers anyway). When the current data was collected there were no LAC in a PRU provision.

We were pleased to hear that when LAC become looked after their original school is maintained where possible and they only look for a move of school if there is an opportunity for a long term permanent placement elsewhere.

#### 4. Future Work Programme

In May we evaluated the year’s work, identify learning points and then began planning for the coming year. The work programme has been agreed as follows:

Meeting date	Item to be discussed
**Extra meeting 6 Feb	<ul style="list-style-type: none"> <li>Annual budget as it relates to education matters</li> </ul>
<b>Meeting 10</b> 16 Feb 17	<ul style="list-style-type: none"> <li>School Music Service</li> <li>Annual Education Performance Reporting (verified data)</li> <li>Latest school categorisation matrix</li> <li>Estyn Inspection - Post Inspection Action Plan – progress update</li> </ul>
<b>Meeting 11</b> 16 Mar 17	<b>School 3</b> – Birchgrove Comprehensive School Headteacher and Chair of Governors Pre- meeting with link challenge advisor
<b>Meeting 12</b> 6 Apr 17	<ul style="list-style-type: none"> <li>EMLAS update</li> <li>Evaluate year and discuss possible topics for new municipal year</li> </ul>

**Topics also identified to be prioritised and to be scheduled in year:**

1. Effective networks and collaborations between schools – cluster working (behaviour)
2. Preparedness for School (Became a separate inquiry)
3. A particular reference to Science when speaking to schools this year
4. New Estyn Inspection Regime from 2017 (all councillor briefing to be arranged)
5. Home-schooling non statutory guidance (to agenda when available)

#### 5. Action for the Scrutiny Programme Committee

N/A

## Report of the Chair

### Scrutiny Programme Committee – 13 February 2017

#### SCRUTINY WORK PROGRAMME 2016/17

<b>Purpose</b>	This report reviews progress with the scrutiny work programme for 2016/17.
<b>Content</b>	The current work programme is described, including the plan for future committee meetings and topics examined by scrutiny through various Panels and Working Groups.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• review the scrutiny work programme (including progress of current Panels and Working Groups)</li><li>• consider opportunities for pre-decision scrutiny</li><li>• plan for the committee meetings ahead</li></ul>
<b>Lead Councillor</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer</b>	Mike Hawes, Director – Resources
<b>Report Author</b>	Brij Madahar, Scrutiny Coordinator Tel: 01792 637257 E-mail: <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>

#### 1. Introduction

- 1.1 The Scrutiny Programme Committee is responsible for developing the Council's scrutiny work programme, and managing the overall work of scrutiny to ensure that it is as effective as possible.
- 1.2 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 agree 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 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 scrutiny activities are published on-line: <http://swansea.gov.uk/scrutinypublications>.

## **2. Scrutiny Work Programme 2016/17**

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

- 2.1.1 The committee's work plan for the year ahead is attached as **Appendix 1**. This includes a schedule of future Cabinet Member Question & Answer Sessions. This should be kept under review to ensure it represents a robust and effective plan.
- 2.1.2 Committee members should review and confirm items for the next and future meetings giving specific consideration to who should attend so that meetings are always well planned and prepared for, e.g. information required and key questions that the committee wishes to ask. The committee will have the opportunity to review priorities and introduce issues of concern as and when they arise, e.g. pre-decision scrutiny which may require extra meetings.

2.1.3 The items scheduled for the next committee meetings are:

9 March (Special):

- Crime & Disorder Scrutiny - Joint Chairs of Safer Swansea Partnership to attend to provide information and take questions on the performance of the Partnership to enable committee to explore plans / objectives, achievements, impact, challenges etc

13 March:

- Cabinet Member Question Session: Cabinet Member for Transformation & Performance (Councillor Clive Lloyd).
- Sustainable Swansea / Commissioning Reviews - Discussion with Martin Nicholls, Director – Place, on approach to future commissioning reviews
- Oceana Building - Discussion on Demolition Asbestos Survey / Contract Award
- Scrutiny Performance Panel Progress Reports: Adult Services

2.1.4 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 (see Forward Look attached as **Appendix 2**) and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications. Any requests will require discussion with relevant Cabinet Member(s) to confirm timescales and window of opportunity for scrutiny involvement. Pre-decision scrutiny enables scrutiny to develop understanding about and ask questions on proposed Cabinet reports to provide ‘critical friend’ challenge and influence decision-making.

2.1.5 Commissioning Reviews – Cabinet reports about the various commissioning reviews that are planned over the coming year will be subject to pre-decision scrutiny. This will be carried out via the committee or relevant Panels as appropriate. The following commissioning reviews are expected:

Commissioning Review	Cabinet Portfolio Lead	Cabinet	Pre-decision by Scrutiny Panel / Committee
Waste Management	David Hopkins	16 June	Service Improvement & Finance (6 June)
Corporate Building & Property	Rob Stewart / Andrea Lewis	18 August	Service Improvement & Finance (15 Aug)
Parks and Cleansing	David Hopkins / Mark Child	15 December	Service Improvement & Finance (12 Dec)

Family Support (Domestic Abuse)	Christine Richards	16 February 2017	Child & Family Services (13 Feb)
Highways & Transportation	David Hopkins	tbc 2017	Service Improvement & Finance
Planning Services/Economic Development/City Centre	Robert Francis Davies	March 2017	Service Improvement & Finance
Public Protection	Mark Child	April 2017	Service Improvement & Finance
Family Support (Family Services for under and over 11s)	Christine Richards	April 2017	Child & Family Services
Family Support (Child Disability Services)	Christine Richards / Mark Child	May 2017	Child & Family Services
Additional Learning Needs	Jennifer Raynor	May 2017	Schools
All Residential and Day Care Services provided via: Learning Disability; Mental Health; Physical Disability Services	Jane Harris	June 2017	Adult Social Services
All Council Catering Services	Clive Lloyd	June 2017	tbc
Housing	Andrea Lewis	tbc - 2017	Service Improvement & Finance

## 2.2 Inquiry Panels:

### 2.2.1 The following Inquiry Panels are currently active:

<b>In progress (yet to report):</b>	<b>Completed (follow up stage)</b>
<ol style="list-style-type: none"> <li>1. Tackling Poverty (evidence gathering stage) – Expected End: February 2017</li> <li>2. Children’s Readiness for School (evidence gathering stage) – Expected End: March 2017</li> <li>3. Partnerships &amp; Collaboration (planning stage) – On Hold</li> </ol>	<ol style="list-style-type: none"> <li>1. School Governance (tba)</li> <li>2. Building Sustainable Communities (tba)</li> <li>3. Child &amp; Adolescent Mental Health Services (final report was presented to Cabinet 20 Oct – decision awaited)</li> </ol>

Cabinet made a decision on the Building Sustainable Communities Inquiry Report on 19 January – all 10 recommendations and an action plan was agreed. This implementation of the action plan and impact of this inquiry will be followed up during 2017.

## 2.3 Performance Panels:

### 2.3.1 The following Performance Panels are meeting:

1. Service Improvement & Finance	4. Adult Services
2. Schools	5. Public Services Board
3. Child & Family Services	

## 2.4 Working Groups:

### 2.4.1 The following Working Groups will be convened during the year ahead:

1. Planning (Oct 2016) COMPLETE	4. Digital Inclusion (6 Mar 2017)
2. Local Flood Risk Management (1 Mar) ( <i>annual review of flood risk plans</i> )	5. Roads / Highways Maintenance
3. Houses in Multiple Occupation (letter with conclusions and recommendations being drafted)	6. Corporate Building Services
	7. Dog Fouling
	8. Renewable Energy

## 2.5 Regional Scrutiny:

2.5.1 Swansea scrutiny is also involved in a regional scrutiny arrangement with the six councils participating in the 'Education Through Regional Working' (ERW) school improvement consortium. A scrutiny councillors group has been set up in order to coordinate scrutiny work across the region and ensure a consistent approach. It is initially meeting bi-annually. Swansea is represented by the chair of the Scrutiny Programme Committee and convener of the Schools Performance Panel. The next meeting taking place on 27 February 2017 will be hosted by Ceredigion Council.

2.6 **Appendix 3a & 3b** provide a snapshot of progress with all of the informal Panels and Working Groups established by the committee to carry out specific activities, and current position.

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

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

3.1 None

## 4. **Financial Implications**

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



## **5. Legal Implications**

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

**Background papers:** None

Legal Officer: Wendy Parkin

Finance Officer: Carl Billingsley

Appendices:

Appendix 1: Committee Work Plan 2016/17

Appendix 2: Forward Look (Cabinet Business)

Appendix 3a: Scrutiny Work Programme Timetable 2016/17

Appendix 3b: Progress of Panels and Working Groups

Appendix 4: Scrutiny Councillor / Officer Leads

**Scrutiny Programme Committee – Work Plan**

Standing Agenda Items:

Scrutiny Work Programme	<ul style="list-style-type: none"> <li>To maintain overview on scrutiny work, monitor progress, and coordinate as necessary</li> <li>To plan for future committee meetings including key expectations e.g. key questions to explore, witnesses / information required</li> <li>To review future cabinet business and consider opportunities for pre-decision scrutiny</li> <li>To consider any councillor / public requests for scrutiny and/or Councillor Calls for Action (CCfA)</li> </ul>
Membership of Scrutiny Panels and Working Groups	<ul style="list-style-type: none"> <li>To agree membership of Scrutiny Panels and Working Groups (including appointment of conveners) and subsequent changes</li> </ul>
Scrutiny Letters	<ul style="list-style-type: none"> <li>To review scrutiny letters and Cabinet Member responses arising from scrutiny activities</li> </ul>
Scrutiny Dispatches (Quarterly)	<ul style="list-style-type: none"> <li>To approve content of Dispatches prior to reporting to Council, ensuring visibility and awareness of headlines from scrutiny activities, achievements and impact (8 Aug; 14 Nov; 13 Mar)</li> </ul>
Scrutiny Events	<ul style="list-style-type: none"> <li>Information about upcoming and feedback from recent scrutiny events (e.g. relevant regional / national scrutiny development &amp; improvement Issues; WLGA / CfPS network meetings)</li> </ul>

Items for Specific Meetings:

Meeting	Reports	Purpose
<b>13 Jun</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Deputy Leader / Cabinet Member for Services for Children &amp; Young People</li> </ul>
	<ul style="list-style-type: none"> <li>Annual Corporate Safeguarding Report</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>
	<ul style="list-style-type: none"> <li>Work Programme 2016-17</li> </ul>	<ul style="list-style-type: none"> <li>To consider feedback from Annual Scrutiny Work Planning Conference and proposals for the work programme, including work plan for future committee meetings</li> </ul>
<b>11 Jul</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Wellbeing &amp; Healthy City</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Service Improvement &amp;</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Chris Holley, Convener, attending to update on headlines from the Panel's work and achievements</li> </ul>

	Finance Performance Panel	
	<ul style="list-style-type: none"> <li>Scrutiny Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>To agree the annual report of the work of overview &amp; scrutiny for the municipal year 2015/16, as required by the constitution</li> </ul>
<b>8 Aug</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Education</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Child &amp; Family Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>Councillor Support and Development</li> </ul>	<ul style="list-style-type: none"> <li>Discussion on training and development needs to develop knowledge and skills</li> <li>To reflect on agreed Councillor Training and Development programme and actions necessary to further scrutiny related activities</li> </ul>
	<ul style="list-style-type: none"> <li>Guidance for Co-opted Members</li> </ul>	<ul style="list-style-type: none"> <li>Adding to the previously agreed protocol for co-option, a proposed guide for co-opted members once they have joined panels and working groups.</li> </ul>
<b>12 Sep</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Anti-Poverty and Communities</li> </ul>
	<ul style="list-style-type: none"> <li>Final Inquiry Report: Child &amp; Adolescent Mental Health Services</li> </ul>	<ul style="list-style-type: none"> <li>To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Mary Jones, prior to submission to Cabinet for decision</li> </ul>
	<ul style="list-style-type: none"> <li>Final Inquiry Report: Building Sustainable Communities</li> </ul>	<ul style="list-style-type: none"> <li>To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Terry Hennegan, prior to submission to Cabinet for decision</li> </ul>
	<ul style="list-style-type: none"> <li>Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
<b>10 Oct</b>	<ul style="list-style-type: none"> <li>Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>Question and answer session with Cabinet Member for Enterprise, Development &amp; Regeneration</li> </ul>
	<ul style="list-style-type: none"> <li>Annual Local Government Performance Bulletin 2015-16</li> </ul>	<ul style="list-style-type: none"> <li>To ensure awareness of content of the Local Government Data Unit ~ Wales report and use to support the scrutiny of service performance</li> </ul>
	<ul style="list-style-type: none"> <li>Scrutiny / Audit Committee Coordination</li> </ul>	<ul style="list-style-type: none"> <li>Chair of Audit to attend to share work plan of Audit Committee / Annual Report 2015/16. Discussion to ensure: <ul style="list-style-type: none"> <li>- mutual awareness and understanding of respective work plans and co-ordination</li> <li>- issues relating to work programmes can be discussed</li> </ul> </li> </ul>

<b>14 Nov</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Environment &amp; Transportation</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Public Services Board Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Mary Jones, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Adult Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Council Priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Update from Director - Corporate Services, on council priorities, strategic challenges, key decisions</li> </ul>
	<ul style="list-style-type: none"> <li>• Children &amp; Young People’s Rights Scheme – Compliance and Progress</li> </ul>	<ul style="list-style-type: none"> <li>• To discuss annual progress report on implementation of Children &amp; Young People’s Rights Scheme, and consider impact (scheme was agreed by Cabinet in October 2014)</li> </ul>
<b>12 Dec</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Adults &amp; Vulnerable People</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Service Improvement &amp; Finance Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Chris Holley, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
<b>9 Jan</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with the Leader of the Council / Cabinet Member for Finance &amp; Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Child &amp; Family Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Paxton Hood-Williams, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
<b>13 Feb</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Next Generation Services (including follow up on scrutiny report / recommendations agreed by cabinet in July on the Gypsy &amp; Traveller Site Search Process)</li> </ul>
	<ul style="list-style-type: none"> <li>• Final Inquiry Report: Tackling Poverty</li> </ul>	<ul style="list-style-type: none"> <li>• To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Sybil Crouch, prior to submission to Cabinet for decision</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Schools Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Fiona Gordon, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
<b>9 Mar (special)</b>	<ul style="list-style-type: none"> <li>• Crime &amp; Disorder Scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Chairs of Safer Swansea Partnership to attend to provide information and take questions on the performance of the Partnership to enable committee to explore plans / objectives, achievements, impact, challenges etc</li> </ul>

<b>13 Mar</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Question Session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer session with Cabinet Member for Transformation &amp; Performance</li> </ul>
	<ul style="list-style-type: none"> <li>• Sustainable Swansea / Commissioning Reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion with Martin Nicholls, Director – Place, on approach to future commissioning reviews</li> </ul>
	<ul style="list-style-type: none"> <li>• Oceana Building</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion on demolition asbestos survey / contract award</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Adult Services Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
<b>10 Apr</b>	<ul style="list-style-type: none"> <li>• Final Inquiry Report: Children’s Readiness for School</li> </ul>	<ul style="list-style-type: none"> <li>• To receive the final report (including conclusions and recommendations) of the Inquiry Panel from Councillor Hazel Morris, prior to submission to Cabinet for decision</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress Report – Public Services Board Performance Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Councillor Mary Jones, Convener, attending to update on headlines from the Panel’s work and achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Annual Work Plan Review</li> </ul>	<ul style="list-style-type: none"> <li>• To reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny</li> </ul>

Other to be arranged:

<ul style="list-style-type: none"> <li>• Pre-Decision Scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Castle Square – Development &amp; Public Realm Opportunity</li> <li>• Swansea City Centre Regeneration – Delivery and Funding Requirements</li> </ul>
---------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

<b>Report Title</b>	<b>Report Summary</b>	<b>Report Author</b>	<b>Portfolio</b>	<b>Decision to be taken by</b>	<b>Date of Expected Decision</b>	<b>Exempt Details</b>
<b>Castle Square Development and Public Realm Opportunity.</b>	This report will detail the general public consultation responses after having issued a Public Open Space Notice.	Gail Evans	Cabinet Member - Enterprise, Development and Regeneration	Cabinet	16 Feb 2017	Open
<b>Disposal of Site 16, Clase Road, Enterprise Park, Swansea.</b>	The Council have declared the property surplus to requirements and cabinet are requested to approve the disposal.	Stuart Ramsey	Cabinet Member - Transformation and Performance	Cabinet	16 Feb 2017	Fully exempt
<b>Family Support Services Commissioning Review – Options Appraisal Report (Gateway 2) for the Child Disability Cluster of the Commissioning Review.</b>	This Review of services supporting children with a disability and their families is a strand of the wider Family Support Commissioning Review. The report is asking for permission to consult on the options identified within the report.	Claire Abraham, Michelle Apthorpe	Cabinet Member - Wellbeing and Healthy City, Cabinet Member - Services for Children and Young People (Deputy Leader)	Cabinet	16 Feb 2017	Open

Page 73

**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>Family Support Services Commissioning Review – Options Appraisal Report (Gateway 2) for the Domestic Abuse Cluster of the Commissioning Review.</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 76</p>	<p>This Review is of services supporting children and families where Domestic Abuse or relationship difficulties have been identified and is a strand of the wider Family Support Commissioning Review. It is a cross-service review between Child &amp; Family Social Services and Poverty &amp; Prevention, but there are clear interdependencies with other service areas, principally with Police, Education, Health and the Third Sector.</p>	<p>Teresa Mylan-Rees</p>	<p>Cabinet Member - Wellbeing and Healthy City, Cabinet Member - Services for Children and Young People (Deputy Leader)</p>	<p>Cabinet</p>	<p>16 Feb 2017</p>	<p>Open</p>
<p><b>Swansea City Centre Regeneration – Delivery and Funding Requirements.</b></p>	<p>Sets out progress to date following early Cabinet decisions, advises on next steps with financial implications and seeks authority to proceed.</p>	<p>Huw Mowbray</p>	<p>Cabinet Member - Enterprise, Development and Regeneration</p>	<p>Cabinet</p>	<p>16 Feb 2017</p>	<p>Open</p>

**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Unified Communications (Telephony)</b>	<p>The purpose of this report is to provide an overview for approval of the proposed Abertawe Bro Morgannwg University Health Board (ABMU) telephony solution.</p> <p>The existing telephone system is 'end of life' meaning that support is limited and is not scaleable to meet the future needs of the council. It is proposed that a new modern system is implemented in collaboration with ABMU.</p> <p>Collaboration plays a key role in the Digital Strategy and is seen as a strong way to reduce costs, improve business value and increase system resilience.</p> <p>Transformation is at the forefront of the design of the new system. A mobile first approach has been agreed in line with the Agile work programme, providing a major reduction in desk phones across four of the main council sites; Civic Centre, Guildhall, Heol Y Gors and Clydach.</p>	Sarah Caulkin	Cabinet Member - Transformation and Performance	Cabinet	16 Feb 2017	Open



**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

<b>Report Title</b>	<b>Report Summary</b>	<b>Report Author</b>	<b>Portfolio</b>	<b>Decision to be taken by</b>	<b>Date of Expected Decision</b>	<b>Exempt Details</b>
<b>Acquisition of Property to Facilitate City Centre Regeneration.</b>	The report seeks approval to acquire a property in order to facilitate a proposed regeneration scheme in the city centre	Gordon Allison	Cabinet Member - Environment and Transportation	Cabinet	16 Mar 2017	Fully exempt
<b>Annual Review of Charges (Social Services) 2016/17.</b>	This annual review of the City and County of Swansea's charging schedule (social services) provides a transparent framework for the setting of charges and the application of allowances to citizens who receive managed care and support, provided or arranged by the council.	Simon Jones	Cabinet Member - Wellbeing and Healthy City	Cabinet	16 Mar 2017	Open

**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>Free Childcare for 3 and 4 Year Olds Pilot.</b></p>	<p>The childcare offer will provide working parents with 30 hours of government-funded childcare and early education for 3 and 4 year olds for 48 weeks of the year.</p> <p>Swansea was selected as 1 of 6 Local Authorities to work with the Welsh Government to pilot the new Childcare offer from September 2017 prior to full national rollout in September 2020.</p> <p>The purpose of the Report is to approve the proposals for the target areas for the first year of the Free Childcare Pilot</p>	<p>Sian Bingham</p>	<p>Cabinet Member - Wellbeing and Healthy City, Cabinet Member - Services for Children and Young People (Deputy Leader), Cabinet Member - Education</p>	<p>Cabinet</p>	<p>16 Mar 2017</p>	<p>Open</p>
<p><b>Highways Partnership Tender Award.</b></p>	<p>Approval of winning tenderer(s) for the Highways Partnership Contract.</p>	<p>Bob Fenwick</p>	<p>Cabinet Member - Environment and Transportation</p>	<p>Cabinet</p>	<p>16 Mar 2017</p>	<p>Open</p>

**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

<b>Report Title</b>	<b>Report Summary</b>	<b>Report Author</b>	<b>Portfolio</b>	<b>Decision to be taken by</b>	<b>Date of Expected Decision</b>	<b>Exempt Details</b>
<b>Housing General Fund (HGF) Disabled Facilities and Improvement Grant Programme 2017/18.</b>	To comply with Financial Procedure Rule 7 – To commit and authorise schemes as per the capital programme.	Mark Wade	Cabinet Member - Next Generation Services	Cabinet	16 Mar 2017	Open
<b>Prevention Strategy.</b>	The Prevention Strategy outlines the Council's approach to delivery of prevention activity between 2017 and 2019.	Rachel Moxey	Cabinet Member - Wellbeing and Healthy City	Cabinet	16 Mar 2017	Open

**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>To Seek Approval to Participate in the Cam Nesa Project and See Through the Necessary Stages to Implementation.</b></p>	<p>To approve and agree participation and implementation of City &amp; County of Swansea in the Cam Nesa project which seeks to reduce youth unemployment and reduce the number of young people who are already NEET between the ages of 16 – 24 years old. This is a collaborative ESF funded initiative between five Local Authorities across the South West Wales Region, for which Pembrokeshire County Council is acting as the lead beneficiary</p>	<p>Tracy Nichols</p>	<p>Cabinet Member - Enterprise, Development and Regeneration, Cabinet Member - Anti-Poverty and Communities</p>	<p>Cabinet</p>	<p>16 Mar 2017</p>	<p>Open</p>

**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Commissioning Review Option Appraisal Report - Highways and Transportation Service.</b>	To inform members of the findings of the Commissioning Review process in the Highways and Transportation Service; to seek approval for proposals and to progress to implementation.	Stuart Davies	Cabinet Member - Environment and Transportation	Cabinet	16 Mar 2017	Open

**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<p><b>Contract for the Provision of Long-Term Food Waste Treatment Services for the South West Wales Hub (The Hub)</b></p>	<p>The City and County of Swansea acting as lead Authority for a Hub (comprising the Council and BCBC) which has undertaken a procurement for the provision of a long-term contract for the treatment of food waste.</p> <p>The process, which is nearing completion, requires the Authority to enter in to a second Inter Authority Agreement (IAA) with Bridgend County Borough Council (BCBC) to manage the operational phase of the long-term contract.</p> <p>In addition, the report will also seek permission to award a contract to the most economically advantageous tender pending confirmation of funding from WG.</p>	Keith Coxon	Cabinet Member - Environment and Transportation	Cabinet	20 Apr 2017	Fully exempt

**FORWARD PLAN**  
**Internal Plan 2016 – 2017**

Report Title	Report Summary	Report Author	Portfolio	Decision to be taken by	Date of Expected Decision	Exempt Details
<b>Establishment of Specialist Teaching Facilities for Pupils with Autistic Spectrum Disorder (ASD).</b>	Increasing demand requires the establishment of three additional Specialist Teaching Facilities (STFs) for pupils with Autistic Spectrum Disorder (ASD). The establishment of STFs requires a statutory proposal and consultation.	Kelly Small	Cabinet Member - Education	Cabinet	20 Apr 2017	Open
<b>Public Protection Commissioning Review Option Appraisal report.</b>	To inform members of the findings of the Commissioning Review process in the Public Protection Service, to seek approval for the proposals and to progress to implementation.	Lynda Grove	Cabinet Member - Wellbeing and Healthy City, Cabinet Member - Enterprise, Development and Regeneration	Cabinet	20 Apr 2017	Open

Page 84

## Scrutiny Work Programme 2016-17

## Appendix 3a

ACTIVITY	November	December	January	February	March	April
<b>Scrutiny Programme Committee</b>	14	12	9	13	9 13	10
<b>Inquiry Panels</b>						
<b>Current:</b>						
Tackling Poverty (started Jun 2016)	2 7, 10 17, 21 28 1		16			
Readiness for School (started Oct 2016)	3 17 23	20	11 19 27	2 20	20	
Partnerships & Collaboration						
<b>Follow Up:</b>						
Social Care at Home (Cabinet 20/8/15) COMPLETE		14				
Education Inclusion (Cabinet 19/11/15)	29		3			
School Governance (Cabinet 16/6/16)						
CAMHS (Cabinet decision awaited)						
Building Sustainable Communities (19/01/17)						
	<b>Planning</b>	<b>Evidence Gathering</b>	<b>Final Report</b>	<b>Cabinet</b>		
<b>Performance Panels</b>						
Service Improvement & Finance	2 23	12 20	25 7	22	22	18
Schools	16	8	18	6 16	16	6
Child & Family Services	30	19	23	13 27	27	24
Adult Services	3 23	14	11	6 8	8	5
Public Services Board (multi-agency panel)		6	18	15	15	12
<b>Other Panels / Working Groups</b>						
ERW Regional Councillor Group (twice a year)				27		
Local Flood Risk Management (annual)					1	
Houses in Multiple Occupation	25		12			
Planning				1		
Digital Inclusion					6	



**Progress Report – Current Scrutiny Panels and Working Groups**

**1. Inquiry Panels:**

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

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

Progress Bar:

Planning	Evidence Gathering	Draft Final Report

Following agreement by the committee, the final report was presented to Cabinet on 20 October 2016. A response to the recommendations is scheduled for Cabinet on 16 February 2017

Projected End Date: Complete

**b) Tackling Poverty** (convener: Sybil Crouch)

Key Question: How can the Council’s Tackling Poverty Strategy be improved?

Progress Bar:

Planning	Evidence Gathering	Draft Final Report

Subject to agreement by the Scrutiny Programme Committee on 13 February the Panel’s final report will be presented to Cabinet for decision.

Projected End Date: Complete.

**c) Children’s Readiness for School** (convener: Hazel Morris)

Key Question: How can children’s readiness for school be improved in Swansea?

Progress Bar:

Planning	Evidence Gathering	Draft Final Report

The Panel visited St Helens Flying Start, Trallwn Primary School and spoke to the General Practitioners Partnership pilot in Penderry in January. The Panel will consider their findings and start to conclude the inquiry at their meeting on the 20 February.

Projected End Date: March 2017

## 2. Pre-Inquiry Working Groups

### a) Partnerships & Collaboration

This planned work is currently on hold and subject to available time and resources.

Key concerns that have been expressed:

- how are we currently working with others?
- how effective is it?
- how could the Council's collaboration with other authorities/ partners be further developed & improved?
- are we learning from examples elsewhere?

Terms of Reference for any future inquiry are to be agreed however likely focus would be on how the Council could improve its approach to partnership working and collaboration to help achieve the outcomes of the Well Being of Future Generations Act.

## 3. Follow Up on Completed Inquiries:

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

Inquiry	Cabinet Decision	Recommendations			Follow Up Panel Meeting
		Agreed	Partly	Rejected	
Social Care at Home	20 Aug 2015	16	5	1	14 Dec 2016 (complete)
Corporate Culture	15 Oct 2015	19	0	0	6 Jul 2016 (complete)
Education Inclusion	21 Jan 2016	19	0	1	29 Nov 2016 3 Jan 2017 (complete)
School Governance	16 Jun 2016	6	2	4	tba
		Response to other 4 recommendations: Action already in place			
Building Sustainable Communities	19 Jan 2017	10	0	0	Oct /Nov 2017

## 4. Performance Panels:

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

The Panel met on 25 January and received a report on the Fees and Charges levied by the Council from the Cabinet Member for Transformation & Performance and the Head of Commercial Services. The convener identified this piece of work to be included in the panel's work plan as fees and charges for services make a significant contribution to the Council's finances. Therefore Panel intended to gain a better understanding of what fees and charges are levied and the processes and rationale that are used to set payment levels. The Panel have a number of questions that they wish to follow up on and a convener's letter outlining their views and recommendations letter will be circulated in due course.

The Panel will hold a special meeting on 7 February to scrutinise the Cabinet Budget reports, with the Leader, Corporate Director of Resources and Chief Finance Officer in attendance to answer questions. Time is also allowed for public questions. The convener's of the other scrutiny performance panels are invited to attend the meeting to provide feedback from their panels. The convener will attend Cabinet on 9 February in order to provide feedback from the scrutiny meeting.

The Panel will next meet to carry out pre-decision scrutiny of the Highways and Transportation Commissioning review, and will meet again on 22 February when they will receive the 3<sup>rd</sup> Quarter Budget Monitoring report and look at some further issues in relation to the Fees and Charges report considered on 25 January.

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

See progress report – agenda item 8.

### c) Public Services Board (convener: Cllr Mary Jones)

The Panel met on 18 January where they carried out the first of their Q&A sessions with members of the PSB Core Group – the Director of SCVS. As a result of this discussion they have made a number of recommendations to the PSB including:

- The PSB's communication strategy should focus on engagement and ways of taking forward co-production, and not just on promoting key messages.
- The PSB should confirm how the development and delivery of its communication strategy will be resourced.
- The PSB should consider the need to facilitate the involvement of the third sector in its work, for example the option of agreeing pooled funding to support this.

The panel was also presented with the draft Wellbeing Assessment as scrutiny is a statutory consultee and made a number of comments that they wish to have taken into account as part of the consultation. A convenor's letter has been sent to the chair of the PSB and a reply is expected in due course.

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

The Panel's last meeting on 23 January looked at placement moves and the matching process for looked after children and the Child & Family Services Performance Report, November 2016.

The panel's next meeting is on 13 February to undertake pre-decision scrutiny on the Commissioning Review of Domestic Abuse Services.

e) **Adult Services** (convener: Uta Clay)

The Panel met on 11 January to look at how the Council assesses and provides care for people with mental health needs.

The Panel will be discussing the draft budget on 6 February as it relates to adult services. It also meets on 8 February to continue discussion on mental health services, this time with the ABMU Health Board.

## **5. Other Panels / Working Groups:**

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

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

A meeting for scrutiny councillors and officers from the six councils participating in ERW took place on 27 September. Swansea was represented by Cllr Fiona Gordon. A scrutiny councillors group has been set up in order to coordinate scrutiny work and ensure a consistent approach. The group discussed individual Councils scrutiny education work programmes, looked at the ERW Business Plan for 2016-19 and the recent ERW Estyn report, shared good practice in relation to use of the pupil deprivation grant and was updated on the Special Education Needs Reform. The next meeting will be hosted by Ceredigion Council and is being arranged for 27 February 2017. Swansea Scrutiny Team will provide the support for this group as the Council's contribution to ERW.

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

The working group is meeting on 1 March in order to receive its first annual up-date and monitor progress on the delivery of the Flood Risk Management Plan. The Cabinet Member for Environment & Transportation will be attending.

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

The Convener has written to the Cabinet Member to cover issues felt to be outstanding following the Cabinet Member's response – letter included in agenda item 13. This concludes the work.

d) **Planning** (convener: Cllr Chris Holley)

The Working Group met on 1 February in order to discuss its response to the letter from the Cabinet Member for Enterprise, Development & Regeneration to its letter arising from the meeting that took place on 19 October. A letter outlining some further concerns will be issued shortly.

e) **Houses in Multiple Occupation (HMOs)** (convener: Cllr Mary Jones)

The Working Group met on the 25 November and again on the 12 January where they received and discussed a joint briefing report from Housing and Public Health and Planning, met with the relevant Cabinet members and received representations from the public in writing and in person. The Convener of the Panel is now preparing a letter for the Cabinet Member/s giving the views of the panel on this matter to conclude this work.

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

A meeting has been arranged for 6 March for a discussion on plans, activities, achievements, impact, challenges, and overall assessment.

Digital inclusion is an important issue for the Council, given that there is a move towards increasing digital contact and making more services on-line. There is concern about the risk of digital exclusion, and how the council is helping citizens to get on-line. The Working Group will be expected to ask the relevant Cabinet Member and officers about: the Council's strategy to ensure access to services for all; work to ensure that people are not being excluded from services once they become digital; and the quality of digital services.

Further Working Groups to be convened, in the order of priority shown (membership / conveners to be appointed in due course):

**1. Roads / Highway Maintenance**

the relevant cabinet member / officer will be requested to provide a report covering service practices and procedures (e.g. dealing with pot holes), use of resources / impact of budget cuts, prospects for improvement. This will enable questions about the quality and effectiveness of highway maintenance and repair, and also issues relating to the relationship with utilities and strategic planning / co-ordination of works to minimise disruption to major access roads.

- 2. Corporate Building Services**  
the relevant cabinet member / officer will be requested to provide a report to provide a briefing about Corporate Building Services to enable questions and discussion e.g. about value for money provide, costs / competitiveness for works including councillor ward requests.
- 3. Dog Fouling**  
the relevant cabinet member / officer will be requested to provide a report on dealing with dog fouling, e.g. community initiatives, support for dog owners, deterrents, dealing with complaints, enforcement, resources, achievements etc.
- 4. Renewable Energy**  
This would enable information and discussion / questions on the Council's aims and objectives, development projects / initiatives, and progress in the promotion and use of renewable energy, and benefits. This topic is relevant to the aims of the Wellbeing of Future Generations Act and sustainable development.

## Appendix 4

### Lead Scrutiny Councillor / Officer Contacts:

Activity	Lead Councillor	Lead Scrutiny Officer
<b>Scrutiny Programme Committee</b>	Mary Jones <a href="mailto:cldr.mary.jones@swansea.gov.uk">cldr.mary.jones@swansea.gov.uk</a>	Brij Madahar (01792 637257) <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
Inquiry Panels:		
<b>Tackling Poverty</b> How can the Council's Tackling Poverty Strategy be improved?	Sybil Crouch <a href="mailto:cldr.sybil.crouch@swansea.gov.uk">cldr.sybil.crouch@swansea.gov.uk</a>	Dave Mckenna (01792 636090) <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>
<b>Children's Readiness for School</b> How can children's readiness for school be improved in Swansea?	Hazel Morris <a href="mailto:cldr.hazel.morris@swansea.gov.uk">cldr.hazel.morris@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
Inquiry Panels (follow up)		
<b>Social Care at Home</b>	Uta Clay <a href="mailto:cldr.uta.clay@swansea.gov.uk">cldr.uta.clay@swansea.gov.uk</a>	Dave Mckenna (01792 636090) <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>
<b>Education Inclusion</b>	Cheryl Philpott <a href="mailto:cldr.cheryl.philpott@swansea.gov.uk">cldr.cheryl.philpott@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>School Governance</b>	Fiona Gordon <a href="mailto:cldr.fiona.gordon@swansea.gov.uk">cldr.fiona.gordon@swansea.gov.uk</a>	Dave Mckenna (01792 636090) <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>
<b>Child &amp; Adolescent Mental Health Services</b>	Mary Jones <a href="mailto:cldr.mary.jones@swansea.gov.uk">cldr.mary.jones@swansea.gov.uk</a>	Dave Mckenna (01792 636090) <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>

<b>Building Sustainable Communities</b>	Terry Hennegan <a href="mailto:cllr.terry.hennegan@swansea.gov.uk">cllr.terry.hennegan@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<u>Performance Panels:</u>		
<b>Child &amp; Family Services</b>	Paxton Hood-Williams <a href="mailto:cllr.paxton.hood-williams@swansea.gov.uk">cllr.paxton.hood-williams@swansea.gov.uk</a>	Dave Mckenna (01792 636090) <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>
<b>Service Improvement &amp; Finance</b>	Chris Holley <a href="mailto:cllr.chris.holley@swansea.gov.uk">cllr.chris.holley@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Schools</b>	Fiona Gordon <a href="mailto:cllr.fiona.gordon@swansea.gov.uk">cllr.fiona.gordon@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Public Services Board (multi-agency)</b>	Mary Jones <a href="mailto:cllr.mary.jones@swansea.gov.uk">cllr.mary.jones@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Adult Social Services</b>	Uta Clay <a href="mailto:cllr.uta.clay@swansea.gov.uk">cllr.uta.clay@swansea.gov.uk</a>	Dave Mckenna (01792 636090) <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>
<u>Working Groups:</u>		
<b>Local Flood Risk Management</b>	Susan Jones <a href="mailto:cllr.susan.m.jones@swansea.gov.uk">cllr.susan.m.jones@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Civic Events</b>	Anthony Colburn <a href="mailto:cllr.anthony.colburn@swansea.gov.uk">cllr.anthony.colburn@swansea.gov.uk</a>	Dave Mckenna (01792 636090) <a href="mailto:dave.mckenna@swansea.gov.uk">dave.mckenna@swansea.gov.uk</a>



<b>Planning</b>	Chris Holley <a href="mailto:cllr.chris.holley@swansea.gov.uk">cllr.chris.holley@swansea.gov.uk</a>	Rosie Jackson (01792 636292) <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>
<b>Houses in Multiple Occupation</b>	Mary Jones <a href="mailto:cllr.mary.jones@swansea.gov.uk">cllr.mary.jones@swansea.gov.uk</a>	Michelle Roberts (01792 637256) <a href="mailto:michelle.roberts@swansea.gov.uk">michelle.roberts@swansea.gov.uk</a>
<b>Digital Inclusion</b>	Lesley Walton <a href="mailto:cllr.lesley.walton@swansea.gov.uk">cllr.lesley.walton@swansea.gov.uk</a>	Brij Madahar (01792 637257) <a href="mailto:brij.madahar@swansea.gov.uk">brij.madahar@swansea.gov.uk</a>
<b>Partnerships &amp; Collaboration (pre-inquiry)</b>	June Burtonshaw <a href="mailto:cllr.june.burtonshaw@swansea.gov.uk">cllr.june.burtonshaw@swansea.gov.uk</a>	Work currently on hold

## Report of the Chair

### Scrutiny Programme Committee – 13 February 2017

#### MEMBERSHIP OF SCRUTINY PANELS AND WORKING GROUPS

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

#### 1. Introduction

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

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

2.1 Digital Inclusion Working Group

REMOVE Councillor Tony Colburn

Following this change the revised membership will be 6:

##### Labour Councillors: 2

Geraint Owens	<b>Lesley Walton (CONVENER)</b>
---------------	---------------------------------

##### Liberal Democrat Councillors: 3

Chris Holley	Paul Meara
Jeff Jones	

##### Independent Councillor: 1

David Cole	
------------	--

**3. Legal Implications**

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

**4. Financial Implications**

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

Background Papers: None

Legal Officer: Wendy Parkin

Finance Officer: Carl Billingsley

## Report of the Chair

### Scrutiny Programme Committee – 13 February 2017

#### SCRUTINY LETTERS

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

#### 1. Introduction

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

#### 2. Reporting of Letters

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

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

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

### 3. Letters Log

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

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

	<b>Activity</b>	<b>Meeting Date</b>	<b>Correspondence</b>
a	Committee (Cabinet Member Q & A)	12 Dec	Letter to / from Cabinet Member for Adults & Vulnerable People
b	Education Inclusion Inquiry (follow up)	3 Jan	Letter to Cabinet Member for Education
c	Committee (Cabinet Member Q & A)	9 Jan	Letter to Leader / Cabinet Member for Finance & Strategy
d	Civic Events Working Group	n/a	Letter to Cabinet Member for Transformation & Performance

The correspondence relating to the Education Inclusion Inquiry Panel represents the conclusion of the monitoring of that work. The Panel agreed that good progress has been made in relation to their recommendations. They could see that these have been incorporated and have helped to inform the decision making in relation to the entire education other than at school (EOTAS) service. If required further progress on the EOTAS service can be monitored by the Schools Scrutiny Performance Panel.

The correspondence relating to the Civic Events Working Group also concludes this work. On behalf of the Working Group the Convener wrote a further letter to the Cabinet Member for Transformation & Performance bringing some additional points to his attention.

- 3.3 Where requested Cabinet Members are expected to respond in writing to scrutiny letters within 21 calendar days. The response should indicate what action (if any) they intend to take as a result of the views and recommendations made. The letters log will show the average time taken by Cabinet Members to respond to scrutiny letters, and the percentage of letters responded to within timescale.

#### **4. Legal Implications**

- 4.1 There are no legal implications.

#### **5. Financial Implications**

- 5.1 There are no financial implications.

Background Papers: None

Legal Officer: Wendy Parkin

Finance Officer: Carl Billingsley

**Scrutiny Letters Log (20 May 2016 - 25 May 2017)**

Ave. Response Time (days): 18 (target within 21 days)

% responses within target: 70

No.	Committee / Panel / Working Group	Date	Main Issue(s)	Cabinet Portfolio	Letter Sent	Response Received	Days Taken	Reported to SPC (if applicable)
1	Committee	11-Apr	Cabinet Member Q & A	Enterprise, Development & Regeneration	24-May	01-Jun	8	13-Jun
2	Tackling Poverty Inquiry Panel	20-Apr	Proposed In-depth Inquiry	Anti-Poverty	26-May	Not required	n/a	n/a
3	Child & Family Services Performance Panel	11-Apr	Development of the Post-16 Service; Independent Residential Placement	Services for Children & Young People (Deputy Leader)	31-May	20-Jun	20	n/a
4	Service Improvement & Finance Performance Panel	06-Jun	Pre-decision scrutiny of Waste Management Commissioning Review Cabinet Report	Environment & Transportation	13-Jun	30-Jun	17	n/a
5	Committee	13-Jun	Pre-decision scrutiny of Castle Square Cabinet Report	Enterprise, Development & Regeneration	15-Jun	04-Jul	19	n/a (not public)
6	Schools Performance Panel	09-Jun	Cefn Hengoed Community School	Education	17-Jun	Not required	n/a	n/a

7	Tethered Horses Working Group	07-Jun	Further letter to Cabinet Member following response to conclusions / recommendations of the Working Group	Wellbeing & Healthy City	20-Jun	Not required	n/a	11-Jul
8	Adult Services Panel	21-Jun	Agreed terms of reference and agreed to invite 2 people to be co-optees	Adults & Vulnerable People	27-Jun	Not required	n/a	n/a
9	Service Improvement & Finance Performance Panel	22-Jun	Resquesting further information on PIs relating to the Tackling Poverty corporate priority	Anti-Poverty	06-Jul	07-Jul	1	n/a
10	Service Improvement & Finance Performance Panel	22-Jun	Comments on the Corporate Plan	Transformation & Performance	06-Jul	22-Jul	16	n/a
11	Committee	09-May	Cabinet Member Q & A	Environment & Transportation	07-Jul	29-Jul	22	12-Sep
12	Corporate Culture Inquiry Panel	06-Jul	Impact report	Transformation & Performance	12-Jul	Not required	n/a	08-Aug
13	Committee	13-Jun	Cabinet Member Q & A	Services for Children & Young People (Deputy Leader)	14-Jul	03-Aug	20	12-Sep
14	Child & Family Services Performance Panel	27-Jun	Performance Monitoring	Services for Children & Young People (Deputy Leader)	25-Jul	29-Jul	4	n/a
15	Adult Services Panel	05-Jul	Adult Services Improvement Plan	Adults & Vulnerable People	25-Jul	Not required	n/a	n/a



16	Committee	11-Jul	Cabinet Member Q & A	Wellbeing & Healthy City	27-Jul	17-Aug	21	12-Sep
17	Child & Family Services Performance Panel	25-Jul	CSSIW inspection reports Youth Justice & Early Intervention Service	Services for Children & Young People (Deputy Leader)	10-Aug	25-Aug	15	n/a
18	Service Improvement & Finance Performance Panel	15-Aug	Pre-decision scrutiny - CBPS Commissioning Review	Next Generation Services	17-Aug	08-Sep	22	n/a
19	Service Improvement & Finance Performance Panel	27-Jul	Revenue and Capital Outturn for 2015/16.	Finance & Strategy (Leader)	18-Aug	09-Sep	22	n/a
20	Committee	08-Aug	Cabinet Member Q & A	Education	01-Sep	08-Sep	7	10-Oct
21	Service Improvement & Finance Performance Panel	31-Aug	1st Quarter Budget monitoring	Finance & Strategy (Leader)	08-Sep	23-Sep	15	n/a
22	Schools Performance Panel	01-Sep	School Improvement Service and school reserves	Education	20-Sep	06-Oct	16	n/a
23	Adult Services Panel	24-Aug	Learning Disabilities	Adults & Vulnerable People	23-Sep	Not required	n/a	na
24	Child & Family Services Performance Panel	22-Aug	Performance Monitoring	Services for Children & Young People (Deputy Leader)	28-Sep	03-Nov	36	n/a
25	Committee	12-Sep	Cabinet Member Q & A	Anti-Poverty & Communities	11-Oct	01-Nov	21	14-Nov
26	Child & Family Services Performance Panel	26-Sep	Western Bay Adoption Service Annual Report	Services for Children & Young People (Deputy Leader)	11-Oct	19-Oct	8	n/a

27	Public Services Board Performance Panel	28-Sep	Outline of panel's work plan for 2016/17	Finance & Strategy (Leader)	18-Oct	28-Nov	41	12-Dec
28*	ERW Scrutiny Cllr Group	27-Sep	Letter to Joint Cttee - Outcome of regional ERW Groups discussions	Education	18-Oct	n/a	n/a	n/a
29	Service Improvement & Finance Performance Panel	21-Sep	1st Quarter performance monitoring - Housing Benefit & Council Tax Benefit performance indicators	Finance & Strategy (Leader)	25-Oct	16-Nov	22	n/a
30	Committee	10-Oct	Cabinet Member Q & A	Enterprise, Development & Regeneration	25-Oct	05-Dec	41	09-Jan
31	Schools Performance Panel	19-Oct	Bryniago Welsh Medium Primary School	Education	03-Nov	Not required	n/a	n/a
32	Planning Working Group	19-Oct	Rrevised planning committee arrangements, section 106 agreements, the Call-In process, enforcement activity and the Planning Annual performance report	Enterprise, Development & Regeneration	10-Nov	7/12/16	27	09-Jan
33	Service Improvement & Finance Performance Panel	02-Nov	Transformation Fund - fruther information requests. Requests an update on the Libraries Service Commissioning Review.	Finance & Strategy (Leader)	21-Nov	13-Dec	22	n/a
34	Child & Family Services Performance Panel	31-Oct	Integrated family support service; health assessments	Services for Children & Young People (Deputy Leader)	22-Nov	28-Nov	6	n/a

35	Schools Performance Panel	16-Nov	Pupil Deprivation Grant Spend and Annual Audit of Schools	Education	29-Nov	Not required	n/a	n/a
36	Committee	14-Nov	Cabinet Member Q & A	Environment & Transportation	30-Nov	21-Dec	21	09-Jan
37	Education Inclusion Inquiry Panel	29-Nov	Education Inclusion Follow up /Impact (1)	Education	12-Dec	Not required	n/a	n/a
38	Service Improvement & Finance Performance Panel	12-Dec	Pre-decision Scrutiny - Parks & Cleansing Commissioning Review	Environment & Transportation and Wellbeing & healthy City	14-Dec	30-Dec	16	n/a
39	Schools Performance Panel	08-Dec	Looked after children, restorative practice and pioneer schools	Education	20-Dec	21-Dec	1	n/a
40	Child & Family Services Performance Panel	30-Nov	Post 16 Service	Services for Children & Young People (Deputy Leader)	21-Dec	Not required	n/a	n/a
41	Public Services Board Performance Panel	06-Dec	PSB Priority work streams	Finance & Strategy (Leader)	10-Jan			
42	Adult Services Panel	14-Dec	Social care at home inquiry follow-up	Adults & Vulnerable People	10-Jan			
43	Child & Family Services Performance Panel	19-Dec	Performance Monitoring - October 2016	Services for Children & Young People (Deputy Leader)	11-Jan	01-Feb	21	n/a
44	Civic Events Working Group		Reply to Cabinet Member response - Royal Visits and Lord Mayor	Transformation & Performance	11-Jan	Not required	n/a	13-Feb
45	Committee	12-Dec	Cabinet Member Q & A	Adults & Vulnerable People	12-Jan	01-Feb	20	13-Feb

46	Education Inclusion Inquiry Panel	03-Jan	EOTAS	Education	13-Jan	Not required	n/a	13-Feb
47	Service Improvement & Finance Performance Panel	20-Dec	Recycling and landfill annual performance report	Environment & Transportation	18-Jan			
48	Public Services Board Performance Panel	18-Jan	Q&A session with Director of SCVS - Core Group member: feedback on Wellbeing Assessment consultation	Finance & Strategy (Leader)	31-Jan			
49	Committee	09-Jan	Cabinet Member Q & A	Finance & Strategy (Leader)	01-Feb	Not required	n/a	13-Feb
50								
51								
52								
53								
54								
55								
56								
57								
58								
59								
60								
61								
62								
63								
64								
65								
66								
67								
68								



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

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

**BY EMAIL**

*Please ask for:* Scrutiny  
*Gofynnwch am:*  
*Direct Line:* 01792 637257  
*Llinell Uniongyrochol:* scrutiny@swansea.gov.uk  
*e-Mail*  
*e-Bost:*  
*Our Ref* SPC/2016-17/9  
*Ein Cyf:*  
*Your Ref*  
*Eich Cyf:*  
*Date* 12 January 2017  
*Dyddiad:*

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Adults & Vulnerable People following the meeting of the Committee on 12 December 2016. It is about the 4-tier Model for Adult Social Care, Supporting People to Live at Home, Residential Care Services, Social Services and Well-being (Wales) Act 2014, Partnerships with the Health Service, and Integration of Health and Social Care.

Dear Councillor Harris,

**Cabinet Member Question Session – 12 December**

Thank you for attending the Scrutiny Programme Committee on 12 December 2016 and answering questions on your work as Cabinet Member for Adults & Vulnerable People. Thank you for providing a written paper, that gave some headlines from this cabinet portfolio, in support of your appearance.

We wanted to explore priorities, actions, achievements and impact, in relation to your areas of responsibility.

Amongst the things you highlighted to the committee included a focus on:

- developing effective ways of working that involve staff using improved systems, improved performance measures alongside better financial organisation
- greater integration of health and social care to avoid duplication, improve effectiveness and reduce waste

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

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

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

- access to information, developing resilient communities, improving skills around reablement, and effective commissioning, contracting and monitoring.

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

### **The 4-tier Service Model for Adult Social Care**

We discussed the future of adult social care and the development of a new model and approach. We asked you about the new 4-tier service structure (ranging from universal to specialist support), each tier delivering a different level of support and each supporting a smaller number of people than the tier below. We understood it focused on ensuring that people have access to the right level of care at the right time, and over time aimed to reduce dependency and demand for managed care, shifting resources from complex and statutory services to universal and early intervention.

We asked about some of the specific interventions that might be included under these tiers, for example:

- Adequate transport services to enable people to have access (tier 1)
- Community organisations which are able to detect risk factors (tier 2)
- Daytime activities to help people connect (tier 2)

We discussed that limited provision of community transport / car schemes called for more local services and opportunities for home visits etc, and a greater role played by the third sector in developing community activities and skills.

We also asked about budgetary pressures from the reported increase in domiciliary care. We acknowledged that the council had no choice but to meet the increased expenditure, whether or not services were being directly provided by the council or commissioned.

We discussed specialist telecare support and the development of assistive equipment. We agreed that technology provided great potential for monitoring in the home, but were not sure how far things have developed and were being utilised locally. We asked if you could inform us of current charges for telecare / community alarms, and whether an increase is planned for the next financial year?

## **Supporting People to Live at Home**

We asked about the Council's capacity to support people to live in their own homes for as long as possible. You talked about our ability to ensure that people can manage at home, particularly where needs may not necessarily be acknowledged by the individual. We heard that the issue of demand for the service was not necessarily due to increasing numbers but people staying at home for longer. You told us that much of the ability to meet demand depended on commissioning support from external providers.

You cited improvements in systems around discharge from hospital, access to domiciliary care, and direct payments. With regard to direct payments, which give people more flexibility over how their care and support is arranged, we heard that there is a pressure to get the right number of personal assistants trained but the council was helping do this, and ways to help encourage, inform and promote this independence. A question was raised about the employment of personal assistants and work place pensions. You undertook to check and clarify this.

## **Residential Care Services**

We asked about the stability of private sector providers and the ability to respond to market failure in residential care. You acknowledged that there was a pressure on residential care services and with providers already operating at near full capacity there was some concern about flexibility. However you told us that good monitoring arrangements, and contingency plans are in place. We discussed the disadvantage of having a smaller number of big providers, as compared with a large number of smaller homes, managed by different providers, in terms of coping with failure.

## **Social Services and Well-being (Wales) Act 2014**

There was also discussion about the implications of the Social Services and Wellbeing Act on requirements for the assessment of need. We talked about the focus of the new Act and some concerns that have been raised by people about changes to the assessment process and re-assessments that have been carried out.

We heard that the Act has simplified the way people's needs are assessed but committee members were aware of individuals who were not happy about new assessments. You felt that the move away from long rigorous assessments was a better approach, but that did not mean assessments were now not robust. You advised that anyone not satisfied with the way they have been assessed can request a review of any decisions made, and, if still unhappy, a re-assessment.

## **Partnerships with Health Service and Integration of Health and Social Care**

We asked about the relationship between health and the authority and how things have developed with regard to closer working. Members remarked at how health always appeared to be in some state of turmoil, and increasing pressure on social services. You conceded that the effective integration of health and social care was still a complex issue not just locally but nationally. There was a particular issue around managing those discharged from hospital with continuing support needs. You told us that this was a priority and efforts were being made to tackle it.

### **Key Decisions**

We concluded the session by asking you about key decisions likely to be taken over the coming months. You pointed to the various Commissioning Reviews that were in progress or planned which would lead to cabinet consulting on and making important decisions about future service provision and delivery. You also highlighted the improvement and development of the 'Hub' approach to day services, with integrated / co-located health and social care staff within the community, as a priority.

### **Your Response**

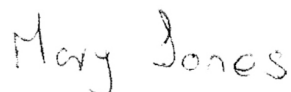
In your response we would appreciate your comments on any of the issues raised in this letter. We would be grateful, however, if you could specifically refer to our request for you to provide further information on:

- charges for Telecare / Community Alarms; and
- the requirements of Work Place Pensions in relation to Direct Payments e.g. employment of a carer.

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

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

Yours sincerely,



### **COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

✉ [cllr.mary.jones@swansea.gov.uk](mailto:cllr.mary.jones@swansea.gov.uk)





**CITY AND COUNTY OF SWANSEA**

**DINAS A SIR ABERTAWE**

Councillor Mary Jones  
Chair  
Scrutiny Programme Committee  
City & County of Swansea

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

Councillor Jane Harris  
(01792) 636926

E-Mail / E-Bost: [cllr.jane.harris@swansea.gov.uk](mailto:cllr.jane.harris@swansea.gov.uk)  
Our Ref / Ein Cyf: JH/CM  
Your Ref / Eich  
Cyf:  
Date / Dyddiad: 31 January 2017

**BY EMAIL**

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

Dear Councillor Jones

**CABINET MEMBER QUESTION SESSION – 12<sup>TH</sup> DECEMBER 2016**

Thank you for your letter of the 12 January regarding the Scrutiny Programme Committee on 12 December 2016 when priorities, actions, achievements and impact were explored, in relation to my areas of responsibility as Cabinet Member for Adults & Vulnerable People.

You agreed that technology provided great potential for monitoring in the home, but were not sure how far things have developed and were being utilised locally. You asked for confirmation of current charges for telecare / community alarms and whether an increase was planned for the next financial year. Please see attachment A.

You raised a question about the employment of personal assistants and work place pensions. I have checked this issue and if an individual in receipt of Direct Payment chooses to use that payment to employ an Independent Living Support Assistant (more commonly known as Personal Assistants) as they are employing that person directly as an individual they take on all associated employment responsibilities for that individual. Due to changes in legislation that includes a requirement that all employers must offer employees a pension scheme for people who earn in excess of £192 per week.

Swansea Council's Independent Living Team informs all potential employers about the responsibilities concerning pensions at the first meeting before they agree to a Direct

**COUNCILLOR/Y CYNGHORYDD**

**JANE HARRIS**

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

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 636926

✉ [cllr.jane.harris@swansea.gov.uk](mailto:cllr.jane.harris@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)

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

Payment. Employers are reminded of this at the set up meeting and there is a pensions' fact sheet in the account folder.

The City and County of Swansea has contracted with Compass Disability Services to provide a payroll service for Direct Payment recipients. All necessary advice is given to recipients locally outlining their responsibilities and what they need to do when. Advice however is not given in relation to what pension schemes people should use as this can only be given by agencies regulated by the FCA.

Not many people employed as Personal Assistants earn sufficient money to require the pension scheme but those who do use the Government scheme.

I am grateful for your continuing interest in the future of adult social care and the development of the new model. I assure you that detailed work is continuing in all areas with particular emphasis on: the local ability to develop community resilience and to provide services at tier 1: the range of transport available to assure access to tier 1, 2 and 3 services; the appropriate range of provision at tier 2, 3 and 4 across all partners.

Yours sincerely



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

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

CABINET OFFICE, THE GUILDHALL, SWANSEA, SA1 4PE  
SWYDDFA'R CABINET, NEUADD Y DDINAS, ABERTAWE, SA1 4PE

☎ (01792) 636926

✉ [cllr.jane.harris@swansea.gov.uk](mailto:cllr.jane.harris@swansea.gov.uk) [www.swansea.gov.uk](http://www.swansea.gov.uk)

Under the Social Services and Wellbeing Act all Local Authorities are now required to produce an annual Charging Policy. The first iteration of this Policy was agreed by Cabinet in April 2016 and related to the 2016/17 financial year. A revised Policy is due to be considered by Cabinet shortly. The charges for 2016/17, proposed charges for 2017/18 are and rationale for any change is as follows:

Charges for Services	Current charges in 2016/17	Charges to apply in 2017/18	% Increase/ Comment
Lifeline	£3.58/ week	£3.13/ week	Flat rate charge. The existing policy is predicated on the service operating at full cost recovery. Whilst last years policy set out a charge of £3.58, in practice the charge applied was £2.50 as costs were offset by introducing a charge to another local authority to provide a disaster recovery suite. The option to offset charges is no longer available.
Telecare	new category	£5.67	Last years policy set out a new charge for this service at £3.75 to avoid standard lifeline customers offsetting the costs of more expensive equipment. Work to implement this charge was delayed but can now be implemented in the new financial year.
Enhanced Telecare	new category	£6.53	No VAT chargeable.  Last years policy set out a new

			<p>charge for this service at £5.50 to avoid standard lifeline customers offsetting the costs of more expensive equipment. Work to implement this charge was delayed but can now be implemented in the new financial year.</p>
--	--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



CITY AND COUNTY OF SWANSEA

DINAS A SIR ABERTAWE

**To:**  
**Councillor Jennifer Raynor**  
**Cabinet Member for Education**

*Please ask for:* Scrutiny  
*Gofynnwch am:*  
*Scrutiny Office* 01792 637256  
*Line: Llinell*  
*Uniongyrchol:*  
*e-Mail* scrutiny@swansea.gov.uk  
*e-Bost:*  
*Date* 13 January 2017  
*Dyddiad:*

Summary: This is a letter from the Education Inclusion Scrutiny Inquiry Panel to the Cabinet Member for Education following the meeting of the Panel on 3 January 2017. It is about Education Other Than At School Services (EOTAS).

Dear Cllr Raynor

### **Education Inclusion Scrutiny Inquiry Impact/Follow up**

Thank you for attending our panel meeting on the 3 January and helping us to follow up on the impact of our scrutiny inquiry into Education Inclusion (EOTAS). Following on from our initial meeting on 29 November, we looked at:

- Cabinet paper from 15 December relating to extensively overhauling the entire education other than at school service in Swansea
- Cabinet paper from 15 December giving details on establishing of specialist teaching facilities for pupils with autistic spectrum disorder
- Pupil Referral Unit (PRU) School Improvement Action Plan

We found your EOTAS Cabinet paper to be very comprehensive and we support its contents. We recognised that a lot of work has been done to move things forward but there is a lot still to do. We were encouraged by the plans that are now in place.

We were pleased to hear about the consultation with pupils that is starting to feed into the process. We heard that they have told us that they want to have a caring, nurturing environment and that they want to continue to have contact with their originating school even when they have been excluded. Schools need to understand this and ensure they have systems in place to make this happen.

We felt it important that financial support goes into Primary Schools as well as the secondary sector around behaviour as we must intervene early where we can. We expressed concern that none of the £700k will go into the primary sector. We were pleased to hear that support will be on two levels firstly the direct financial support to secondary schools but also the new behaviour support unit which will support schools, children and their families at all ages.

We were interested to hear more about the Lead Worker Model being proposed as it develops. We agreed that one point of contact for children, young people and their families was particularly important.

We were informed that a new Head of the PRU has been appointed and will take up the post in the summer term and that she will be involved in the developments over coming months. We were pleased to hear that she has a track record in improving outcomes.

We also discussed your Cabinet paper on the establishment of the Special Teaching Facilities (STF) for pupils with Autistic Spectrum Disorder (ASD). We asked for reassurance that the increased STF provisions will provide adequate places for all those pupils who need it and that it will be flexible enough to accommodate the needs of pupils over coming years. We were told that many children with ASD are actually in mainstream and the STF provisions are for those at the higher end of the spectrum, but this process will give a much thorough assessment of the needs of pupils with ASB and places needed.

We heard that Swansea has a much higher level of Additional Learning Needs pupils and pupils that are statemented, than other local authorities across Wales. We agreed with you that we need to understand better how we compare with those other larger urban authorities like Newport and Cardiff and to look at potentially managing these aspects differently and would welcome further work on this to help review the effectiveness of our practices. We recognise that an ALN Commissioning Review has just started in Swansea and that this will include comparisons with other local authorities as well as looking at aspects like stakeholder engagement. We also note that there will be the new ALN Bill coming in. The Schools Performance Scrutiny Panel will carry out pre-decision scrutiny on ALN Commissioning Review when it reports to Cabinet at the end of the review.

You praised Jack Straw, Swansea's previous Chief Executive for the part he played in helping in the drive to extensively overhaul the entire education other than at school service. Particularly for keeping this issue high on the council agenda of priorities, ensuring a corporate approach to driving this issue and for finding funding from very tight budgets. The Panel has agreed with you and plan to write to him to show their appreciation.

We were pleased to hear of progress in finding a more suitable building and location for EOTAS services, and are encouraged by the pending feasibility study for a potential new facility in Cockett. Although the site has been associated with the youth offending service, the Panel felt that the potential positives of the site do outweigh this, particularly as the whole service will be rebranded. We heard that some of the potential positives of the site include: its green, leafy location close to a comprehensive school and further education college. It is also a large site that will have outside facilities as well as more suitable and up to date buildings. Its location is central enough for young people to travel to and from.

We asked if there was any potential of funding from the Welsh Government. We were told that this will be looked into but depended on how long we would have to wait as we need to move on with this as soon as we can.

We discussed the issue of engagement with CAMHS. The Panel heard that there is currently no direct pathway from EOTAS into CAMHS and we were particularly concerned about the potential for this being a weak link in the new EOTAS overhaul especially in meeting the future needs of many of these vulnerable children. We would like to see a clear link and pathway into CAMHS from EOTAS. We have agreed to write to the Public Services Board asking them to consider this issue in their multi agency capacity.

We felt that good progress is now being made in relation to the recommendations contained within our inquiry report and we can see that these have been incorporated and have helped to inform the decision making and preparation of the options Cabinet paper to extensively overall the entire education other than at school service.

We now look forward with optimism for children using EOTAS services and feel vulnerable children within the education system in Swansea will be much better served moving forward. We were particularly pleased to hear the ambition for this service is not just to be good but to be excellent. This concludes our inquiry into Education Inclusion. Further progress will be monitored via the Schools Performance Scrutiny Panel.

This letter does not require a formal written response.

Yours sincerely

**Cheryl Philpott**  
**Convener Education Inclusion Scrutiny Inquiry Panel**  
[Cllr.cheryl.philpott@swansea.gov.uk](mailto:Cllr.cheryl.philpott@swansea.gov.uk)



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

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

**BY EMAIL**

*Please ask for:  
Gofynnwch am:* Scrutiny  
*Direct Line:  
Llinell Uniongyrochol:* 01792 637257  
*e-Mail  
e-Bost:* scrutiny@swansea.gov.uk  
*Our Ref  
Ein Cyf:* SPC/2016-17/10  
*Your Ref  
Eich Cyf:*  
*Date  
Dyddiad:* 01 February 2017

Summary: This is a letter from the Scrutiny Programme Committee to the Leader / Cabinet Member for Finance & Strategy following the meeting of the Committee on 9 January 2017. It is about City Deal, Budget, Regionalisation, Oceana Building, and City Centre Regeneration.

Dear Councillor Stewart,

**Cabinet Member Question Session – 9 January**

Thank you for attending the Scrutiny Programme Committee on 9 January 2017 and answering questions on your work as Leader / Cabinet Member for Finance & Strategy.

We wanted to explore priorities, actions, achievements and impact, in relation to your areas of responsibility.

Things you highlighted to the committee included developments in relation to:

- the Swansea Bay City Deal
- the Council budget
- the Regionalisation Agenda, and
- City Centre Regeneration

These topics provided the focus for our meeting. We are writing to you to reflect on what we learnt from the discussion to 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**

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



## **City Deal**

We noted progress in relation to the City Deal proposal which was now awaiting Central Government approval. You talked about the collaboration across the Swansea Bay City Region between the local authorities, health board and universities to develop innovative proposals which will turn the region into a digital hub, using technology to transform the economy, the future of energy and the delivery of health and social care.

You gave examples from the 11 individual projects across the region that together will attract investment and create a significant number of the jobs, including a digital district on the Kingsway, and a life science campus at Morriston Hospital. You stated that one of the City Deal projects related to the development of 5th Generation communication networks.

We noted that a decision from the UK government was expected in the next few weeks.

We asked about the financial contributions and commitments by partners across different sectors to the City Deal. You told us that the City Deal very much depended on real commitments and one of the strengths of the proposals were agreements with the private sector and other partners to bring businesses to the Kingsway and City Centre. You added that the plan was supported by over a hundred different organisations. We have learnt that private sector commitment amounts to £673m, compared to £360m from public sector, and £241m from Government.

We also heard about work led by Sir Terry Matthews that will focus on encouraging and helping graduates in the area to start up, develop and grow their business ideas in this region. We asked about the sort of approaches that this might involve, and the need to learn from experiences with the Technium concept for business incubation.

We also asked about comparisons with the Cardiff City Deal which was approved last year. Overall you felt that the Swansea approach was different in that proposals were more developed with clearly defined projects, and agreed investment levels and projected outcomes. Therefore you felt that Cardiff's plans and Swansea's plans were effectively at the same stage.

## **Budget**

We were aware that public consultation on the budget was currently open and that the budget was scheduled to be agreed by Council on 23 February 2017. You highlighted a £16m budget deficit and at the same time some areas, particularly social care were in need of increased spending of approximately 4%. You told us that progress was being made, particularly with improvements and savings from Commissioning Reviews, however, this still

remained the 3rd most difficult year on record in terms of savings which had to be achieved.

We also noted that there has been an agreement to create an All Wales investment pool between the 8 regional Pension Funds to reduce administrative costs for each fund. We understood a joint committee to oversee this arrangement was being set up.

### **Regionalisation**

You informed the committee that Councils are being asked to comment on the best regional collaborative footprint to follow in the future. We noted that the Welsh Government are looking at creating one consistent footprint, as there are already a number of different regional partnership approaches e.g. Western Bay, City Regions and Education through Regional Working using different footprints. We felt that Council discussion about the future direction was merited before any response is made.

### **Oceana Building**

We followed up on our discussion with you in November about scrutiny of the demolition of the Oceana Building and issues relating to the asbestos survey which resulted in a significant increase in demolition costs to the Council.

You commented that the asbestos contained within Oceana was very unusual and had been used in a very unique way. You also pointed out that there was no purchase price for the building but the Authority had entered into a lease exchange agreement. You emphasised that without the acquisition of Oceana, investment on the Kingsway as part of the City Deal could not be delivered. Despite the issues, you added that the overall position was still very positive.

We asked about this project and the role of the Development Cabinet Advisory Committee in reviewing this matter. Committee Members raised questions concerning the work carried out to inspect the building for asbestos and value for money, and re-iterated the need for scrutiny.

Following discussion about scrutiny and the involvement of the Cabinet Advisory Committee please note that the Scrutiny Programme Committee wishes to examine the demolition asbestos survey / contract award in respect of the Oceana building, and requests access to all documents. We are liaising with relevant officers on this.

## City Centre Regeneration

We asked about how the Kingsway will develop and the overall size of the scheme given the acquisition of land beside and behind the Oceana building. You talked about the lack of office accommodation and the creation of high quality, flexible and useable office space in the City Centre to address current deficiency. We understood that the acquisition of adjacent buildings would provide for better access routes as part of the new development.

As well as aiming to increase the number of people working in the City Centre, you also highlighted the need to increase the number living in the City Centre. This led to a discussion about student accommodation and issues that have been raised about the number of houses in multiple occupation (HMOs), and the approach to controls. We were aware that a proposed student complex on the Kingsway would soon be coming forward for planning permission. You mentioned that draft Supplementary Planning Guidance is about to be issued which will seek to introduce sensible controls. You felt that high density student developments may prevent the saturation of HMOs, but of course these were matters for the Planning Committee to determine. You were clear that there was a need to accommodate students but also a need to balance this with a desire for strong communities.

We talked about plans for the re-location of staff from the Civic Centre and for the Central Library. You told us that whilst earlier thinking had envisaged staff moving to the Oceana building, a different base would now be sought in the vicinity. We noted that the Library would move to the City Centre core but all options were open with regard to precise location. We learned with interest that a report on an accommodation strategy would be coming forward to Cabinet in February. We will be carrying out pre-decision scrutiny on this report.

We looked forward to seeing and hearing more about plans for city centre regeneration, in particular the St David's site. Members recalled many years of seeing 'artists impressions' without progress and asked about the delivery of ideas currently being publicised, such as an arena. You confirmed that the search for an arena operator was currently in progress. You mentioned some of the confirmed developments within the City Centre to demonstrate successes (e.g. Mariner Street, High Street) and plans to improve further (e.g. Wind Street, Parc Tawe, Castle Square, St David's / Civic Centre). You felt there was developer confidence in Swansea, and the success of development such as that at Oystermouth Square, Mumbles delivered a clear message for the City as a whole.

## 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 will arrange to follow up on portfolio developments and hearing about achievements and impact in due course.

Yours sincerely,

Mary Jones

**COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

✉ [cllr.mary.jones@swansea.gov.uk](mailto:cllr.mary.jones@swansea.gov.uk)



# CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Councillor Clive Lloyd  
Cabinet Member, Transformation and  
Performance

Civic Centre  
Oystermouth Road  
SWANSEA  
SA1 3SN

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Linell Uniogyrochol:*

*e-Mail  
e-Bost:*

*Our Ref  
Ein Cyf:*

*Your Ref  
Eich Cyf:*

*Date  
Dyddiad:*

**Overview &  
Scrutiny**

**01792 637491**

**scrutiny@swansea.gov.uk**

**CE/02**

**11/01/2017**

Summary: This is a letter from the Convener of the Civic Events scrutiny working group to The Cabinet Member for Transformation and Performance. It follows up the Cabinet Member's response to the working group's letter.

Dear Councillor Lloyd,

## **Civic Events Working Group, Cabinet Member's Response**

The working group met in November last year and we produced a convener's letter which addressed the following issues:

- The office of the Lord Mayor
- Holocaust Memorial Day
- Royal Visits
- Lord Mayor's civic engagements

The working group proposed a number of recommendations detailed below.

- A review is carried out of the civic engagements that are funded by the Lord Mayor to decide on the appropriateness of each event and to identify budget savings.
- Cost neutral ways for the Lord Mayor to celebrate success are identified
- Consideration is given to improving the commercial offering of the Mansion House
- The support and management of Holocaust Memorial Day be transferred with financial support (£1k) to host schools each year.

Overview & Scrutiny / Trosolwg a chraffu

City and County of Swansea / Dinas a Sir Abertawe  
Civic Centre, Swansea, SA1 3SN / Canolfan Ddinesig, Abertawe, SA1 3SN

- The Leader regularly liaises with the Lord Lieutenant to discuss royal visits and how the Council can help improve the management and organisation of these events
- Councillors are consulted about the appropriate people to invite to the royal visit
- A formal feedback mechanism is established between the Council and the Lord Lieutenant to enable feedback on royal visits.

You provided the following responses to our recommendations:

1. Civic Events Review – a review of the appropriateness of civic events will take place at the start of the financial year 2016/17 to manage the budget savings that will be made from the civic hospitality budget.
2. Sponsorship – this will be investigated in early 2016 with the head of commercial services with a view to generating sponsorship for a Lord Mayor's Summer Ball to raise funds to supplement the civic hospitality budget reductions.
3. Commercialising the Mansion House – Cabinet has made a decision to exploit the potential presented by the Mansion House and we are looking at the commercial opportunities that may exist (eg wedding and event venue). In parallel work is being done to ascertain the asset value of the Mansion House.
4. Holocaust Memorial Day – a joint event will be held on January 27 2016 at Cefn Hengoed Community School and this will be the general approach for future events to mark this day.
5. Lieutenancy Liaison – The Leader of the Council will be invited to the initial liaison meeting when any official visit is planned to discuss the issues raised by the Civic Events working group. The Leader of the Council will be regularly briefed on arrangements for royal visits. However, some issues are outside of the control of the council, such as landscaping, catering arrangements and particularly security arrangements, which is a matter for the Council to act upon the instruction of the royal household and close protection officers.

After considering these responses I would like to bring some additional points to your attention.

### **1. Royal Visits.**

While it is agreed that " some issues are outside of the control of the Council" the instructions received could and should be incorporated into the Council organisation of the visit/event. At present the event surrounding the Royal visit, looked upon by the public at large as having been organised by and paid for by the Council, are clearly disjointed none of the participating bodies being in overall control. Why landscaping and catering arrangements should be outside the control of the Council is difficult to understand given that the visits take place in Council owned premises.

Guest lists for such visits/events should be vetted by the Council by way of the Leader or a Cabinet member and as already agreed the relevant Ward member or members.

## **2. Lord/ deputy Lord Mayor as visitors to outside bodies**

When such visits take place there is a below acceptable level of respect afforded to the civic guest. This is not so much a matter for the guest but for the office they hold. Exemplified by the armed services saying " you are not saluting the man but the uniform"

The advice/information forms sent by the Council to those making an invitation need to be revisited and expanded in the hope that the situation, often caused by oversight or lack of consideration can be avoided.

### **Your Response**

I hope that you find this letter useful and informative and that you consider the additional points I have raised on royal visits and the Lord Mayor in the paragraphs above. I welcome your views on any of the issues raised in this letter however a formal response is not required at this time.

**Yours sincerely**

**CLLR ANTHONY COLBURN**  
**CONVENER OF THE CIVIC EVENTS WORKING GROUP**  
✉ [CLLR.ANTHONY.COLBURN@SWANSEA.GOV.UK](mailto:CLLR.ANTHONY.COLBURN@SWANSEA.GOV.UK)

## **FOR INFORMATION**

The Audit Committee's Work Plan to May 2017 is appended for information.

This information is provided to help develop the relationship between scrutiny and the Audit Committee, aiming to ensure:

- mutual awareness and understanding of the work of scrutiny and audit committee
- respective work plans are coordinated and avoid duplication / gaps
- a clear mechanism for referral of issues, if necessary

The Scrutiny Work Programme is also reported to the Audit Committee.

At least once a year respective chairs will attend the committee in order to discuss work programmes and effectiveness.

The Chair of the Audit Committee attended the Scrutiny Programme Committee on 10 October 2016

The Chair of the Scrutiny Programme Committee is scheduled to attend the Audit Committee In March 2017.



## AUDIT COMMITTEE WORKPLAN 2016/17

Date of Meeting	Reports
14 February 2017 – Special Meeting	Audit Committee Review of Performance 2016/17
14 March 2017	Chair of Scrutiny Programme Committee Wales Audit Office Grants Report 2015/16 Wales Audit Office Update Report Internal Audit Monitoring Report Q3 2016/17 Internal Audit Plan 2017/18 - Methodology Audit Committee Action Tracker Report
28 March 2017 – Special Meeting	Chief Education Officer Briefing Wales Audit Office Annual Plan 2017 Wales Audit Office Update Report Internal Audit Charter 2017/18 Internal Audit Annual Plan 2017/18 Corporate Fraud Team Update Corporate Fraud Team Plan 2017/18 Draft Audit Committee Annual Report 2016/17 Audit Committee Action Tracker Report