

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

SCRUTINY PERFORMANCE PANEL – SERVICE IMPROVEMENT & FINANCE

At: Committee Room 5, Guildhall, Swansea

On: Wednesday, 2 August 2017

Time: 10.30 am

Convenor: Councillor Chris Holley OBE

Membership:

Councillors: P Downing, P R Hood-Williams, L James, M H Jones, P Jones, J W Jones, I E Mann, B J Rowlands and D W W Thomas

AGENDA

	Page No.
1 Apologies for Absence.	
2 Disclosure of Personal and Prejudicial Interests. www.swansea.gov.uk/disclosuresofinterests	
3 Minutes. To approve & sign the Notes of the previous meeting(s) as a correct record.	1 - 2
4 Role of Panel including Terms of Reference	3 - 9
5 Officer Briefing - Richard Rowlands (Corporate Performance Manager)	
6 Work Plan 2017/2018	10 - 12

Next Meeting: Wednesday, 6 September 2017 at 10.30 am



Huw Evans
Head of Democratic Services
Wednesday, 26 July 2017
Contact: Scrutiny - 637732

Item

Service Improvement and Finance Performance Panel Meeting Notes 22 March 2017

In attendance

Councillors:

Chris Holley (**Convener**)
Tony Colburn
Lynda James
Mary Jones

David Cole
Paxton Hood Williams
Keith Marsh
Jeff Jones

Officers:

Michelle Roberts – Scrutiny Officer

1. Apologies

None

Disclosure of Members' personal interests:

None

Notes of meeting on 22 February 2017

Accepted

Issues arising from notes on 22 February 2017

1. Swansea Market – panel had concerns about the number of empty Stalls and removal of central tables. They had heard from stallholders that footfall had reduced. The panel would like this item to be examined in more depth through an inquiry or working group.

2. 3rd Quarter Performance Monitoring Report

The Panel discussed the 3rd quarter monitoring report raising the following issues:

- a. Pleased to see more than 50% of targets being met but did question how stretching some of those target are. The Panel would like information on how performance indicators are chosen? How the targets are set and how they are reviewed?
- b. The Panel noticed the numbers do not run in sequence for the Performance indicators and ask whether there are indicators missing?
- c. Panel noticed that on the pie chart on page 40 it indicates under customer that 6 are green and 3 red but when you look at the matrix further on this does not tally, why is this?
- d. The Panel felt that there is an omission in the data reported under the poverty indicators and believe that there should be more measures around breaking the cycle of poverty like for example a measure that relates to the number of people helped into employment.
- e. How Challenge Advisors are selected and trained was raised including the recruitment and selection process? (7.3.6)

ACTION

Write to SPC to suggest as future topic

Contact Richard Rowland for more info.

For inclusion in the Conveners Letter

- f. After removal of grant funding for Family Learning a reduced central service is now in operation. The Panel would like how that service is performing under this reduced service? (7.3.9)
- g. What SLAs are going out to schools and what the buy in is for these and what the impact is if buy in is reduced with schools choosing to go elsewhere? (7.3.10)
- h. The Panel would like some more information on Local Area Co-ordination particularly evidence to support the phrase the approach is proving very successful'. Is there any evaluation of this aspect available? (7.6.3).
- i. The Panel request further information on AS7 that relates particularly to safeguarding of adults in residential or nursing care.
- j. 'Creating a vibrant and viable city and economy' item. The Panel would like to talk to the Leader in the new municipal year about this aspect. (7.4) The Panel would also like to see the business plan for the City Deal.
- k. The Panel would like to ensure that the City Deal especially the financial aspects scrutinised and would like to see this monitored by a scrutiny body. The Panel will refer this to the SPC to consider setting up this. They would also like to see the setting up of this new body publicised.

Write to SPC to suggest as future topic

3. Conveners Letters

Response letter from Cabinet Member 8 March

- a) Cost of termly bus pass for pupils who do not qualify for home to school transport is £420 (or £450 by instalment). The Panel ask how this figure is come to/what is the figure based upon?

4. Work Programme

- a) Welsh Public Library Standards Annual Performance Report put back until June 17
- b) Pre-decision scrutiny of Public Protection Commissioning Review will now be reported to Scrutiny and Cabinet in the new municipal year.

Report of the Convener

Service Improvement and Finance Performance Panel 2 August 2017

ROLE OF THE SERVICE IMPROVEMENT AND FINANCE SCRUTINY PERFORMANCE PANEL

Purpose	This report intends to provide members with the aims and objectives of the Panel and useful advice in relation to ways of working and questioning.
Content	The report contains the Terms of Reference of the Panel and some sample questions in relation to effective scrutiny of performance and finance.
Panel Members are being asked to	Discuss the role of the Panel and effective working as required
Lead Councillor(s)	Councillor Chris Holley, Convener of Service Improvement and Finance Performance Panel
Report Author	Bethan Hopkins, Scrutiny Team Tel: 01792 636292 E-mail: bethan.hopkins@swansea.gov.uk

1. Introduction

- 1.1 The main aim of scrutiny is to act as a 'critical friend' to the Cabinet and other decision makers in order to promote better services, policies and decisions. Councillors involved in scrutiny will hold the Council's executive to account and examine the work of Council departments, as well as other public services.

2. Role of the Service Improvement and Finance Performance Panel

- 2.1 The Panel will meet monthly to ensure that the Council's budget, corporate and service improvement arrangements are effective and efficient. Terms of Reference are attached in **Appendix 1**.

3. Membership

- 3.1 Having appointed a convener to lead this work, the Scrutiny Programme Committee invited expressions of interest from all scrutiny councillors to participate in this Panel. As a result the membership of the Panel is as follows; Chris Holley (Convener), Phillip Downing, Des Thomas, Peter Jones, Lynda James, Mary Jones, Jeff Jones, Paxton Hood-Williams, Brigitte Rowlands, Irene Mann.

- 3.2 Conveners are responsible for ensuring that Panels are operating effectively. A role description for conveners is attached in **Appendix 2** (taken from 'New Scrutiny Arrangements' Council Report 18 October 2012)

4. Developing Effective Ways of Working

- 4.1 The Panel should take the opportunity to discuss how it can work most effectively, for example in its preparation for meetings:

- Developing Questions and Questioning Strategy
- Use of short Pre-meetings / Post meetings / summing up
- Team / Inclusive Working and Communication
- Decorum at meetings
- Any other practical considerations

5. Developing Key Questions for Service Improvement and Finance Performance Scrutiny Sessions

The following advice is taken from; *Putting financial and performance management information to good use by the Centre for Public Scrutiny*

- 5.1 Looking at performance measurements - Performance management is about planning what you're going to do, reviewing what you've done and revising how you can do things in the future. To make the most of performance information, where you can add most value is not in reviewing existing historic information, but using that information to signpost future improvements.

5.2 Scrutinising Performance Questions

1. How does performance compare with previous years? Why is it better/worse?

2. How does performance compare with neighbouring authorities / the rest of Wales? Why is it better/worse/the same?

3. How does performance compare with the targets that have been set? Why is it better/worse?

4. Has the service been subject to any recent external inspections? If so, what were the findings?

5. How do service users/the public/partners view the performance of the service?

6. Is an improvement/decline in service performance linked to a decline/increase in resources available to the service?

7. How does the service contribute to the attainment of corporate objectives?
How is this contribution measured?

5.3 Looking at local finances - Financial scrutiny should be constructive and focused, but not overdetailed or trying to micro-manage budgets which are the responsibility of the organisation's financial professionals. Financial scrutiny should, instead, address strategic issues underpinning the budget.

5.4 Financial information may still seem impenetrable, but there are four strategic areas where scrutiny can add value to the council's management of its finances by looking at the big picture:

1. Scrutiny can challenge whether the processes are effective and accessible: is corporate planning linked with service planning, and is performance management linked with financial management?
2. Scrutiny can challenge how resources are allocated, monitor how they are used, and examine their impact
3. It can test out and make explicit whether the council is using its budget effectively to meet its priorities and show whether the council is achieving value for money
4. Scrutiny provides an additional and transparent challenge to the executive's management of the council's finances.

Background Papers: None

Appendices:

1. Terms of Reference
2. Scrutiny Conveners Role Report

Terms of Reference

Service Improvement and Finance Performance Panel

1. Why is this topic important?

- Scrutiny can make an important contribution to the budget process by providing a critical friend for the Cabinet and engaging non-executive councillors
- Scrutiny can make an important contribution to the annual improvement process, in particular to the Corporate Improvement Plan, Annual Review of Performance and the response to the Wales Audit Office Annual Improvement Report.
- The Welsh Government states that *“There is a clear role for an authority’s scrutiny function in its improvement processes: as part of its role in holding local decision makers and policy makers to account, and in its policy development role”*.
- The Welsh Government further states that: *“If an authority’s scrutiny processes are sufficiently developed, and there is clear evidence that this is the case then this scrutiny activity can be drawn upon by the Auditor General and relevant regulators in the course of their dealings with the authority¹.”*

2. What is the purpose of this Panel?

- To ensure that the Council’s budget, corporate and service improvement arrangements are effective and efficient.

3. What are the possible lines of inquiry?

- Consider quarterly and annual corporate finance reports
- Consider proposals for the Council’s annual revenue and capital budgets including savings proposals
- Look at medium and long term planning arrangements
- Look at whether financial and policy objectives are aligned
- Consider quarterly and annual performance reports and whether any issues need to be looked at further
- Consider the Council’s overall improvement processes
- Look at the fitness of the Council to discharge the general duty to improve
- Look at the processes that the Council has gone through in the selection of its improvement objectives, including engagement with stakeholders
- Look at how the delivery of improvement objectives are monitored
- Provide challenge and new ideas

¹ Local Government Measure 2009 – Part 1 Guidance to Local Authorities – Wales Programme for Improvement para 3.29 & 3.30.

4. Scrutiny Support

Your Lead Scrutiny Officer is Bethan Hopkins and you can contact her at bethan.hopkins@swansea.gov.uk or Tel: 01792 636292

As at: 26 July 2017

Scrutiny Convener Role Description

1. General

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

2. Providing leadership

2.1 To provide confident and effective management of the topics for which they are responsible.

2.2 To promote the role of scrutiny within and outside the council, liaising effectively both internally within the Council and externally with the Council's partners.

2.3 To contribute to the development of a balanced scrutiny work programme.

2.4 To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues.

2.5 To demonstrate an objective and evidence based approach to scrutiny and to facilitate the identification of conclusions and recommendations accordingly.

2.6 To evaluate the impact and added value of scrutiny activity and identify areas for improvement.

2.7 To promote cross party working.

2.8 To keep any relevant deputies fully involved and informed to ensure they are able to cover the conveners' role as required

3. Managing the work programme

3.1 To ensure that the work programme is delivered.

3.2 To report on progress against the work programme to Council, and others as appropriate.

3.3 To liaise with officers, other members and community representatives to resource and deliver the work programme.

4 Effective meeting management

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

5 Community leadership

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

6 Values

- 6.1 To be committed to the values of the Council and the following values in public office:**
 - a. Openness and transparency;
 - b. Honesty and integrity;
 - c. Tolerance and respect;
 - d. Equality and fairness;
 - e. Appreciation of cultural difference;
 - f. Sustainability.

Agenda Item 6

Work Plan 2017/18

- The Service Improvement and Finance Scrutiny Performance Panel Work Plan has been developed based upon core performance and financial monitoring reports, topic suggestions based on discussion at the Scrutiny Work Planning Conference. It provides a basic framework that allows for items to be added or removed allowing for flexibility throughout the year for any key issues that may arise.
- All meetings will be at 10.30am with a preparation meeting at 10.00am **if required** and will be held in Committee Room 5 in the Guildhall unless otherwise stated.
- The role of this report is to provide an outline of planned work. It can be altered to accommodate for issues which arise throughout the year.

<u>Date and Location</u> 10.30am – 12.30pm (10.00am Pre-Meeting when required) Committee Room 5	<u>Items to be discussed</u>
<u>Meeting 1</u> Wednesday 2 nd August	<ul style="list-style-type: none"> • Role of the Service Improvement and Finance Panel • Officer Briefing Richard Rowlands (Corporate Performance Manager) • Work Plan
<u>Meeting 2</u> Wednesday 6 th September	<ul style="list-style-type: none"> • Capital Outturn and Financing Ben Smith (Head of Financial Services & Service Centre) • End of year performance and monitoring report Ben Smith (Head of Financial Services & Service Centre) • Quarter 1 Budget Monitoring Ben Smith (Head of Financial Services & Service Centre) • Corporate Plan 2017/22 Richard Rowlands (Corporate Performance Manager)

<p><u>Meeting 3</u></p> <p>Wednesday 4th October</p>	<ul style="list-style-type: none"> • Quarter 1 2017/18 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) • Annual Report – Welsh Language Standards 2016/17 Published June 2017
<p><u>Meeting 4</u></p> <p>Wednesday 1st November</p>	<ul style="list-style-type: none"> • Annual Review of Performance 2016/17 Richard Rowlands (Corporate Performance Manager) • Mid-Year Budget Statement 2017/18 Ben Smith (Head of Financial Services & Service Centre) • Reserve Update
<p><u>Meeting 5</u></p> <p>Wednesday 6th December</p>	<ul style="list-style-type: none"> • Quarter 2 Budget Monitoring Ben Smith (Head of Financial Services & Service Centre) • Recycling and Landfill Annual Performance Monitoring • Welsh Public Library Standards Annual Performance Report
<p><u>Meeting 6</u></p> <p>Wednesday 10th January</p>	<ul style="list-style-type: none"> • Quarter 2 2017/18 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager)
<p><u>Meeting 7</u></p> <p>Wednesday 7th February</p>	<ul style="list-style-type: none"> • Quarter 3 Budget Monitoring Ben Smith (Head of Financial Services & Service Centre)
<p><u>Meeting 8</u></p> <p>Wednesday 7th March</p>	<p>To be confirmed</p>

<p><u>Meeting 9</u></p> <p>Wednesday 4th April</p>	<ul style="list-style-type: none">• Quarter 3 2017/18 Performance Monitoring Report Richard Rowlands (Corporate Performance Manager) • Annual Work Plan Review Reflect on this year's work with any ideas for future scrutiny
---	--

To be scheduled:

- Budget Scrutiny

- Commissioning Reviews
 1. Highways & Transportation Service
 2. Public Protection